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APPENDIX i

A – Smarter and deeper integration of social care and health

A18. Widening the scope of charging for social care services

A19. Reduction in the staffing costs for Assessment and Care Management

A20. Reduction in Day Care

A21. Reduction in Mental Health spend

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1. Savings proposal	
Proposal title:	Widening the scope of charging for social care services
Reference:	A18
LFP work strand:	Smarter & deeper integration of social care & health
Directorate:	Community Services
Head of Service:	Joan Hutton
Service/Team area:	Adult Social Care
Cabinet portfolio:	Health, Wellbeing and Older People
Scrutiny Ctte(s):	Healthier Communities

2. Decision Route			
Saving proposed:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
a) £200k by removing subsidy and/or increasing charges	No	Yes	No
b) £300k by improving income collection performance	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
<p>The Council charges for most of the adult social care services it provides, with actual charges raised based on the service user's financial circumstances. There are some services, however, which are currently provided free to the service user and some where the charge is lower than the full cost of the service. This proposal is to consult on bringing most of the remaining services into the scope of charging and to charge the full cost of the service rather than a subsidised rate. Service users with income and capital below national thresholds would continue to receive services free.</p> <p>In 2015/16 Lewisham Adult Social Care supported 3,013 Services Users to live independently in their own homes, and a further 1,742 carers. Approx 66% of the non-carer service uses are charged. The proposed changes would potentially increase charges for up to 300 of these individuals. Additionally, up to 200 self-funders would also be charged.</p>
Saving proposal
<p>The specific proposals are :</p> <p>A – £200k remove subsidy and/or increase charges To remove the current subsidy for day care meals; To charge for arrangement fees for self-funders; To increase the charges for day care meals; To increase the charges for Linkline/Community Alarm Service. To introduce means-tested charges for carers services To amend the non-residential charging policy to reflect DH guidance rather than the existing policy of Income Support + 25%</p> <p>B – £300k improve income collection performance Improve procedures - We will undertake a review of our income collection to ensure that it is robust and equitable. In conjunction with this a review project will be set up to look at our current collection process and the people who are not currently paying the invoices for their care.</p>

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4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
An EAA was completed in February 2015 regarding increasing charging for a range of adult Social Care services. As the proposal is to further charge and remove subsidies for such services, the overall assessment is that the saving proposals will have an adverse impact across the following equality groups: age; gender and disability.
Outline risks associated with proposal and mitigating actions:
Saving could be overestimated. Values will only be clear once we have reassessed needs and financial assessments are carried out.
Carers may disengage, indirectly increasing costs of care to Council.

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	0	(9,666)	(9,666)	
Saving proposed:	2017/18 £'000	2018/19 £'000	2019/20 £'000	Total £'000
a) £200k by removing subsidy and/or increasing charges	200	0	0	200
b) £300k by improving income collection performance	300	0	0	300
Total	500	0	0	500
% of Net Budget	5%	0%	0%	5%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

6. Alignment to Lewisham 2020 priorities		
Main priority	Second priority	Lewisham 2020 priorities
D	E	A.Strengthening community input
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	B.Sharing services
Medium	Low	C.Digitisation
		D.Income generating
		E. Demand management

7. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities
8	9	1. Community leadership and empowerment
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	2. Young people’s achievement and involvement
		3. Clean, green and liveable
		4. Safety, security and a visible presence
		5. Strengthening the local economy

7. Impact on Corporate priorities		
Negative	Negative	6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium	Low	

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	No specific impact
	If impacting one or more wards specifically – which?

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	Medium	Pregnancy / Maternity:	N/A
Gender:	Low	Marriage & Civil Partnerships:	N/A
Age:	High	Sexual orientation:	N/A
Disability:	High	Gender reassignment:	N/A
Religion / Belief:	N/A	Overall:	Medium
For any High impact service equality areas please explain why and what mitigations are proposed:			
The users of these services are vulnerable adults, usually on low incomes. Any increase in charges will reduce the disposable income of some clients although the buffer of 25% will continue to provide a level of protection to those on the lowest incomes. Financial assessments will continue to include a benefits check and continue to take account of housing costs and costs associated with a disability.			
Is a full service equalities impact assessment required: Yes / No			Yes

10. Human Resources impact	
Will this saving proposal have an impact on employees: Yes / No	No

11. Legal implications	
State any specific legal implications relating to this proposal:	

12. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
Month	Activity
July 2016	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
August / September 2016	Proposals submitted to Healthier Community 13 th August 2016. Proposals submitted to Scrutiny committees leading to M&C on 28 September 12 weeks Consultation starting end of September
October 2016	Consultations ongoing

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12. Summary timetable	
November 2016	Consultation ongoing
December 2016	31 st December 2016 Consultation closes.
January 2017	Results of consultation reported to members for consultation
February 2017	Consultations returned to Scrutiny for review leading to M&C
March 2017	Review of Services Users needs in line with outcomes of consultation
April 2017	Savings implemented

1. Savings proposal	
Proposal title:	Reduction in the staffing costs for Assessment and Care Management
Reference:	A19
LFP work strand:	Adult Social Care
Directorate:	Community Services
Head of Service:	Joan Hutton
Service/Team area:	Adult Social Care
Cabinet portfolio:	Health, Wellbeing and Older People
Scrutiny Ctte(s):	Healthier Communities

2. Decision Route			
Saving proposed:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
a) £500k assessment and care management staffing	Yes	No	Yes

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
<p>Adults Social Care Assessment and Care Managers service provided Social Care support to 7,439 adults living in Lewisham during 2015/16. The services provided are both short term, such as re-ablement, aids and adaptations and long term care, such as personal support, social isolation and residential/nursing placements. Staff who work in Assessment and Care Management provide assessment, review and safeguarding support to service users in line with the Care Act 2014.</p> <p>Savings proposals for 16/17 & 17/18 to reduce staffing costs within the assessment and care management teams of adult social care were agreed by the Council in February 2016. 2016/17 savings were achieved by the deletion of the 11.5 FTE vacant posts.</p> <p>The adult social care improvement board has been established, chaired by the Executive Director for Community Services. The aim of this board is to oversee the work of further refinement to the assessment and care management processes. The programme of work will be underpinned by the Council's programme to improve IT systems with solutions that will further streamline the process by improving access to information, advice and sign posting for service users and improving the IT facilities available to staff by introducing mobile working. The following further savings have been identified :</p> <p style="padding-left: 40px;">17/18 £200k 18/19 £300k</p> <p>These savings will come from across the assessment and care management teams. Between 12-15 FTE posts out of 134 FTE are to be deleted following staff consultation and staffing re-structure. It is not possible to list the exact posts at this time, as the remodelling and pathway work will need to be completed, before decisions can be made on deletion of specific posts.</p> <p>This work will need to be aligned and consistent with the development of the adult integration programme.</p>

3. Description of service area and proposal**Saving proposal**

Savings will be achieved through the digital and integration programmes.

- Further reduce workforce by managing demand more effectively at the point of contact
- ASC Mobile Working – £501k – these savings are to be identified through Digital Programme 17/18 -18/19
- Live Well App – £70k
- Enhanced care and support remodelling will identify posts that will be deleted as a contribution to this saving.
- Proportionate assessments and solutions – all assessment tools and processes are being re-viewed to ensure a proportional approach is taken throughout the assessment and support planning journey. This will ensure that signposting to relevant external services is undertaken at the most appropriate point, thus reducing the need for commissioned services.
- Conflation of roles – developing further trusted assessors using multi agency staff to undertake assessments and care planning where appropriate

4. Impact and risks of proposal**Outline impact to service users, partners, other Council services and staff:**

The changes will improve access, reduce duplication and improve outcomes for service users.

There will still be access by telephone and face-to-face interviews for those people who are unable to access information on-line.

A reduction in staffing could mean redundancies, however a high percentage of posts are currently covered by agency staff

Outline risks associated with proposal and mitigating actions:

There is a risk that vulnerable people will not receive timely and proportionate responses. This will be mitigated by improved reporting systems that will allow better oversight of both the quality and progress of assessments.

Robust risk assessment processes will be used at the point of contact to mitigate the potential of any high risk cases being dealt with inappropriately.

Should the demand for social care assessments and complex case work continue to increase then the staffing configuration will need to be reviewed as this will impact on the Council's ability to fulfil its statutory duty in accordance with the Care Act 2014.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	4,229	(3,189)	1,040	
Saving proposed:	2017/18 £'000	2018/19 £'000	2019/20 £'000	Total £'000
a) £500k assessment and care management staffing	200	300	0	500
Total	200	300	0	500

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5. Financial information				
% of Net Budget	20%	30%	0%	50%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

6. Alignment to Lewisham 2020 priorities		
Main priority	Second priority	Lewisham 2020 priorities A. Strengthening community input B. Sharing services C. Digitisation D. Income generating E. Demand management
C	D	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium	Medium	

7. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities 1. Community leadership and empowerment 2. Young people’s achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
8	10	
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Neutral	Neutral	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium	Low	

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	No specific impact
	If impacting one or more wards specifically – which?

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	N/A	Pregnancy / Maternity:	N/A
Gender:	N/A	Marriage & Civil Partnerships:	N/A
Age:	N/A	Sexual orientation:	N/A
Disability:	N/A	Gender reassignment:	N/A
Religion / Belief:	N/A	Overall:	N/A
For any High impact service equality areas please explain why and what mitigations are proposed:			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact					
Will this saving proposal have an impact on employees: Yes / No					Yes
Workforce profile:					
Posts	Headcount in post	FTE in post	Establishment posts	Vacant	
				Agency / Interim cover	Not covered
	It is not possible to list the exact posts at this time, as the remodelling and pathway work will need to be completed, before decisions can be made on deletion of specific posts.				
Scale 1 – 2					
Scale 3 – 5					
Sc 6 – SO2					
PO1 – PO5					
PO6 – PO8					
SMG 1 – 3					
JNC					
Total					
Gender	Female	Male			
Ethnicity	BME	White	Other	Not Known	
Disability	Yes	No			
Sexual orientation	Straight / Heterosex.	Gay / Lesbian	Bisexual	Not disclosed	

11. Legal implications	
State any specific legal implications relating to this proposal:	
<p>The assessment of need for vulnerable adults is a statutory function that the Council has to provide. Failure to undertake this function in a timely and proportionate manner will expose the Council to the risk of a Judicial review.</p> <p>As the savings involve a reduction in staffing it will be necessary to follow the Council's Management of Change Guidelines governing reorganisation and redeployment and all relevant employment legislation.</p>	

12. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
Month	Activity
July 2016	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
August / September 2016	Proposals submitted to Scrutiny committees leading to M&C on 28 September
October 2016	Consultations ongoing
November 2016	4 week staff consultation
December 2016	Management response completed and final decisions on new structures agreed.

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12. Summary timetable	
January 2017	If relevant, issue redundancy notices.
February 2017	
March 2017	Savings implemented

1. Savings proposal	
Proposal title:	Reduction in Day Care
Reference:	A20
LFP work strand:	Smarter & deeper integration of social care & health
Directorate:	Community Services
Head of Service:	Joan Hutton
Service/Team area:	Adult Social Care
Cabinet portfolio:	Health, Wellbeing and Older People
Scrutiny Ctte(s):	Healthier Communities

2. Decision Route			
Saving proposed:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
a) £300k No renewal of block contracted day services at Cinnamon Court and Cedar Court	Yes	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
The Housing 21 (Now Sanctuary 21) Extra Care contract ends in March 2017. Part of that contract includes 50 places a day for day care across two sites: Cinnamon Court and Cedar Court. These places are currently block contracted at a cost of approximately £500K per annum.
Saving proposal
It is proposed that the block contract for day care is not renewed. Despite an ‘injection’ of new clients from the closure of the Ladywell unit last summer, activity levels have continued to decline, therefore the rationale for a block contract is void. A review of the current activity levels for the previous quarter, assuming like-for-like replacement of numbers of days, suggest that a saving of £300K could be realised. The remaining £200k would need to be kept in the budget to support people who have social isolation needs in other social activities through Personal Budgets/Direct Payments.

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
Sanctuary 21 could continue to offer day opportunities to existing clients at their Extra Care buildings/facilities for people to buy using Personal Budgets/Direct Payments. Should Sanctuary 21 continue to do so, there would be no impact on current service users.
Sanctuary 21 will need to consider how they invoice people directly for the days delivered.
This will also enable Sanctuary 21 to offer their service to other people who want to pay privately who do not meet social care eligibility.
Outline risks associated with proposal and mitigating actions:
Risk 1: That Sanctuary 21 will not continue to offer day services.
Mitigation: Support Planners will work with people to identify alternative ways for their

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4. Impact and risks of proposal

needs to be met.

Risk 2: Sanctuary 21 may seek to combine the service currently allocated across two buildings into one to make it more cost effective.

Mitigation: The Council to support this.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	3,083	(981)	2,102	
Saving proposed:	2017/18 £'000	2018/19 £'000	2019/20 £'000	Total £'000
a)	300	0	0	300
Total	300	0	0	300
% of Net Budget	14%	0%	0%	14%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

6. Alignment to Lewisham 2020 priorities

Main priority	Second priority	Lewisham 2020 priorities
E	B	A. Strengthening community input B. Sharing services C. Digitisation D. Income generating E. Demand management
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium	Low	

7. Impact on Corporate priorities

Main priority	Second priority	Corporate priorities
8	9	1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Neutral	Neutral	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium	Medium	

8. Ward impact

Geographical	No specific impact / Specific impact in one or more
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8. Ward impact	
impact by ward:	No specific impact
	If impacting one or more wards specifically – which?

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	Low	Pregnancy / Maternity:	N/A
Gender:	Low	Marriage & Civil Partnerships:	N/A
Age:	Low	Sexual orientation:	Low
Disability:	Low	Gender reassignment:	N/A
Religion / Belief:	Low	Overall:	Low
For any High impact service equality areas please explain why and what mitigations are proposed:			
The service as currently delivered is exclusively for older adults, primarily older women, some of who will also have additional disabilities, particularly relating to mobility or dementia. It is hoped that Sanctuary 21 will continue to provide a service on a spot purchase basis, therefore the impact on service users will be low.			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact	
Will this saving proposal have an impact on employees: Yes / No	No

11. Legal implications	
State any specific legal implications relating to this proposal:	
There is no requirement to carry out formal consultation as the non-renewal of the contract reflects lack of take up for the provision by users. Should the service continue on a spot purchase basis there is effectively no change to the experience of the public.	

12. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
Month	Activity
July 2016	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
August / September 2016	Proposals submitted to Healthier Communities on 13 th August 2016. Proposals submitted to Scrutiny committees leading to M&C on 28 September
October 2016	Formal notification to Sanctuary 21 of the Council’s intention to not re-contract for day care as a block contract. Begin formal consultation if required
January 2017	Re-assessment of service users’ needs and where appropriate set up individual budgets/Direct Payments.
February 2017	Re-assessment of service users’ needs
March 2017	End of contract

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1. Savings proposal	
Proposal title:	Reduction in Mental Health spend
Reference:	A21
LFP work strand:	Smarter and deeper integration of social care and health
Directorate:	Community Services
Head of Service:	Dee Carlin
Service/Team area:	Mental Health
Cabinet portfolio:	Health Wellbeing and Older people
Scrutiny Ctte(s):	Healthier Communities

2. Decision Route			
Saving proposed:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
a) £300k Manage demand for accommodation based services	No	No	No
b) £200k Review the implementation of s117	No	No	No

3. Description of service area and proposal
<p>Description of the service area (functions and activities) being reviewed:</p> <p>The Council and CCG commission SLAM to meet the needs of adults with severe and enduring mental health problems. A number of these service users have their needs met in residential, nursing and supported living placements. Many of those supported are subject to Section 117 of the Mental Health Act which places a duty on Local Authorities and the NHS to fund aftercare for individuals who have been subject to certain sections of the Mental Health Act 1983. Individuals who are subject to section 117 are exempt from charging for services</p> <p>In practical terms section 117 aftercare entitles individuals to receive funding for admission to rehabilitation inpatient units (Private and NHS), residential care homes and nursing homes (Placements). A section 117 also entitles service users to receive individualised care packages within their own homes or other community based care settings (Personal Budgets).</p> <p>Section 117 applications for placement and personal budgets are assessed and approved by our Local Integrated Placement Panel. The Panel meets on a monthly basis and reviews whether or not the proposed placements or personal budgets are appropriate. The panel process has been led by the South London and Maudsley Trust on behalf of the Local Authority and Clinical Commissioning Group and Local Authority social care and joint commissioner leads are members.</p> <p>The annual budget allocations are as follows; Local Authority – £3m (Circa) Lewisham CCG - £3m (Circa)</p> <p>These two proposals will re-assess those currently engaged in Section 117 to see whether they can be discharged but also seeks to provide more cost effective placements for all aftercare provision.</p>

3. Description of service area and proposal

The termination of a section 117 can only be agreed if an individual’s needs have been reassessed and the individual is deemed to no longer require this support. The termination of Section 117 does not necessarily mean that an individual’s support or services will be withdrawn, a financial assessment will be undertaken to decide whether or not the individual receiving support will need to make a financial contribution.

Saving proposal

A: £300k Commissioners will work with SLaM to manage demand for accommodation based care. The proposed level of savings are estimated at present and will be determined by each individual assessment.

It is proposed to refocus the placements panel to increase the scrutiny and rigour of the decision making process. Existing care pathways and associated costs will be reviewed, commissioners will work with providers to establish common prices for packages of care and placements reducing the variations on the costs of placements and will develop a stronger focus on outcomes. In addition there is new community based provision that could be used as an alternative to residential care.

In Qtr 1 of 2016/17 there were 87 people that were being funded in some form of residential support by the Local Authority, and it is these cases that will be reviewed.

B) 200k: This element of savings has been identified from the costs associated with Sec 117 aftercare support. Essentially it will bring forward assessments that would have been completed over a longer period of time.

Commissioners will work with SLaM to review the implementation of Section 117 of the Mental Health Act, to ensure that all those who are currently subject to sec 117 are reviewed, and where appropriate discharged from section 117. This would mean that the individual may need to financially contribute to the cost of their care (subject to the outcome of a financial assessment). In some instances it will be appropriate to transfer the responsibility for funding to other funding authorities.

Risk management is a component of the review of individual needs and no aftercare arrangements will be revised or cease, unless there is an evidenced based review of current needs that clearly demonstrates that the individual is either no longer eligible for a section 117, or that their needs have significantly changed and an alternative care package should be provided

4. Impact and risks of proposal

Outline impact to service users, partners, other Council services and staff:

The impact to service users will be minimal as their needs will continue to be met. The development of an outcomes based approach will mean that service users are supported to have more choice in how their needs are met.

Outline risks associated with proposal and mitigating actions:

Savings may be over-estimated. The exact level of savings will only be clear once reviews of individual needs have been completed and financial assessments are undertaken.

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5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	9,023	(1,642)	7,381	
Health				
Saving proposed:	2017/18 £'000	2018/19 £'000	2019/20 £'000	Total £'000
a) £300k Manage demand for accommodation based services	300			300
b) £200k Review the implementation of s117	200			200
Total	500			500
% of Net Budget	7%	%	%	7%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	Yes
If DSG, HRA, Health impact describe:	The exact impact on health costs are yet to be determined but there is a general intention to increase the proportion of Personal Budgets including Personal Health Budgets to reduce the number of residential placements. This approach has the potential to reduce up to 50% cost of some social care and health/nursing residential placement costs (Average cost circa £850 per week).			

6. Alignment to Lewisham 2020 priorities		
Main priority	Second priority	Lewisham 2020 priorities
E	D	A. Strengthening community input B. Sharing services C. Digitisation D. Income generating E. Demand management
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium	Medium	

7. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities
8	9	1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Neutral	Neutral	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium	Medium	

7. Impact on Corporate priorities		
		10. Inspiring efficiency, effectiveness and equity

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	Service users will come from all wards
	If impacting one or more wards specifically – which?

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	Medium	Pregnancy / Maternity:	N/A
Gender:	Medium	Marriage & Civil Partnerships:	N/A
Age:	Low	Sexual orientation:	N/A
Disability:	High	Gender reassignment:	N/A
Religion / Belief:	N/A	Overall:	Low *
For any High impact service equality areas please explain why and what mitigations are proposed:			
<p>The group of service users affected are all likely to meet the protected characteristic of disability. However, the impact of these changes should be low as people's needs and circumstances will be dealt with on an individual basis which may include the following:</p> <ul style="list-style-type: none"> • Independent Advocacy services to support the decision making process, • Implementation of transitional arrangements where relocation/move of the patient is required • A person centred approach to reviews and the development of individualised care packages supported by personalised budgets <p>*This assessment assumes the above mitigation takes place on an individual basis.</p>			
Is a full service equalities impact assessment required: Yes / No			Yes

10. Human Resources impact	
Will this saving proposal have an impact on employees: Yes / No	No

11. Legal implications	
State any specific legal implications relating to this proposal:	
<p>Section 117 legislation is part of the Mental Health Act 1983.(amended 2007) Care Act (2014) Mental Health Capacity (2005) Part of the savings proposed arises from ensuring that, where appropriate, the funding will come from Health or another authority and therefore there will be no need for formal consultation. Individual needs assessments will be have to be carried out in the normal way.</p>	

12. Summary timetable	
Month	Activity
July 2016	Proposals prepared (this template and supporting papers – e.g. draft public consultation)

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12. Summary timetable	
	Agreed list with SLAM of all service users on Section 117 by 31 st July 2016
August / September 2016	Panel to be set including partners 1 st September 2016 Proposals submitted to Scrutiny committees leading to M&C on 28 September. Review programme of all services users agreed with SLAM
October 2016	Reviewing of all service users
November 2016	Quarterly Monitoring in place.
December 2016	Review of all service users
January 2017	Review of all service users
February 2017	Review of all service users
March 2017	
April 2017	Implement savings

APPENDIX ii

E – Property investment acquisition

E6. Property investment acquisition

E7. Develop private rental schemes

1. Savings proposal	
Proposal title:	Property investment acquisition
Reference:	E6
LFP work strand:	Asset rationalisation
Directorate:	Resources & Regeneration
Head of Service:	Head of Corporate Resources
Service/Team area:	Corporate Resources
Cabinet portfolio:	Resources
Scrutiny Ctte(s):	Public Accounts Select Committee

2. Decision Route			
Saving proposed:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
a) £150k from property investment / acquisition	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
Through the Treasury Management Strategy, approved by Council alongside the budget, the treasury team is responsible for managing the Council's cashflow and related investments and borrowing.
Saving proposal
The proposal is to seek out further opportunities to support Lewisham Homes or other partners acquire properties and / or invest in property funds in a manner that supports them and brings a return in line with the Council's strategic housing, regeneration and treasury objectives in the medium term.
The Council would do this by using its Treasury Management capacity in the medium term to serve as a facility to support the shared priorities of partners where the business case is sound and the Council is confident the risks can be effectively managed. The intention would be to use Council balances to support projects which pay a risk premium for accessing these funds. Assuming the projects then deliver the risk premium it can then be taken as a saving.

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
The potential impact will be to use some of the Council's financial muscle to support and accelerate investment in the Borough's infrastructure and housing supply to help deliver the Council's objectives.
Outline risks associated with proposal and mitigating actions:
As with any investment the risk on commercial terms is that the value of assets decrease or costs on projects overrun, reducing the returns achieved by the investor. Another risk is that in the medium term (say ten years) these investments need to be paid back to enable the monies to be re-invested in other services. At that stage the saving will need to be found again.
The mitigating actions would be to focus on property investments which are asset backed so there is some fixed security. Also, where possible, to invest in schemes

4. Impact and risks of proposal

that have wider less tangible returns which would otherwise translate into expensive intervention costs for the Council (such as providing more housing locally to avoid expensive bed and breakfast costs and advance the outcomes for those being supported).

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
			N/A	
Saving proposed:	2017/18 £'000	2018/19 £'000	2019/20 £'000	Total £'000
a) £150k from property investment / acquisition	150			150
Total	150	0	0	150
% of Net Budget	%	%	%	%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

6. Alignment to Political priorities

Main priority	Second priority	Lewisham 2020 priorities
D	E	A. Strengthening community input B. Sharing services C. Digitisation D. Income generating E. Demand management
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium	Low	

7. Impact on Corporate priorities

Main priority	Second priority	Corporate priorities
10	6	1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Positive	Neutral	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Low	Low	

8. Ward impact

Geographical impact by ward:	No specific impact / Specific impact in one or more
	No specific impact

8. Ward impact	
	If impacting one or more wards specifically – which?

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:		Sexual orientation:	
Disability:		Gender reassignment:	
Religion / Belief:		Overall:	Low
For any High impact service equality areas please explain why and what mitigations are proposed:			
N/A			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact	
Will this saving proposal have an impact on employees: Yes / No	No

11. Legal implications	
State any specific legal implications relating to this proposal:	

12. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
Month	Activity
August / September 2016	Proposals submitted to Scrutiny committees leading to M&C on 28 September
November 2016	Propose amendments to the Treasury Strategy
February 2017	Update Treasury Strategy with budget set 22 February
April 2017	Savings implemented

1. Savings proposal	
Proposal title:	Development of Private Rental Schemes
Reference:	E7
LFP work strand:	Asset Management
Directorate:	Resources and Regeneration
Head of Service:	Janet Senior / Freddie Murray
Service/Team area:	Asset Strategy and Technical Support
Cabinet portfolio:	Growth and Regeneration
Scrutiny Ctte(s):	Mayor and Cabinet

2. Decision Route			
Saving proposed:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
a) £150k Conversion of an asset for development	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
Whilst in the past a number of the Authority's assets have been disposed of to assist development opportunities, generally by generating a one off capital receipt, this programme will investigate ways that assets can be utilised to generate a sustainable long term revenue income. Although not part of this formal project assessment, it should also be noted that in bringing forward such planning and development investment projects, they should contribute to the delivery of the borough's regeneration strategy and further enhance capital and revenue growth.
Saving proposal
To identify possible existing assets that, with some reorganisation of their current use, could be converted to Private Rented Sector (PRS) units, generating a net income of circa £150k per annum. And if this could not be achieved in the timescales identify other meanwhile uses that may be considered to achieve this target in the short term while the longer term PRS can be developed.

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
Staff – a minimal impact although potentially some staff may need to be relocated. Some temporary resources (including consultancy) will be required for the delivery of this savings proposal
Service Users – no impact as any services will continue from where they are relocated
Partners – no impact
Other Council Services - no impact
Outline risks associated with proposal and mitigating actions:
Amongst others associated with individual projects: <ul style="list-style-type: none"> The role of the Authority as 'property developer' may attract adverse commentary from operating within the PRS sector whereas historically it has been associated with social housing which can be mitigated through effective communications by the Council.

4. Impact and risks of proposal

- Whilst the PRS market shows attractive returns currently these may differ when any schemes delivered by the Authority come to market (need to develop a mixed-portfolio of property investment assets, that also assist in delivering the broadest corporate priorities).
- Scaleability – insufficient numbers of PRS units to make the projects worth while on a site by site basis which would need to be addressed possibly by packaging smaller sites together (mitigated by good design approach, flexibility and creative / efficient management approach).
- Insufficient return to the Council after management and lifecycle costs. A suitable management agreement model will need to be agreed in advance amongst all potential partners which identifies suitable threshold numbers of units and returns (could balance risks by focusing on guaranteed returns as opposed to maximum returns, passing on risk).
- Competing interests for land - The school places programme may interfere with the investment income delivery. (can mitigate this by having a clearly identified set of school places projects, focused on existing CYP sites. Some appropriate housing may also be possible on some of these as an added benefit).
- Many of the risks associated with such investment can be mitigated by ensuring that the authority contracts with the best / most effective partners where necessary – with natural alignment of interests.
- Timing - the delivery of these new incomes requires significant negotiation and the construction of new assets, and each project is likely to take a number of years before income is generated, any delay in securing support and funding to enable the start of the programme will delay the achievement of income. Furthermore as new entrants enter the market place returns may be driven down.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	15,998	(8,350)	7,648	
Saving proposed:	2017/18 £'000	2018/19 £'000	2019/20 £'000	Total £'000
a) £150k Conversion of 43-45 Bromley Rd	150			150
Total	150			150
% of Net Budget	2%	%	%	2%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

6. Alignment to Lewisham 2020 priorities

Main priority	Second priority	Lewisham 2020 priorities
D		A. Strengthening community input B. Sharing services C. Digitisation D. Income generating E. Demand management
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium		

7. Impact on Corporate priorities

7. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities
6	10	1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Positive	Positive	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium	Medium	

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	No specific impact
	If impacting one or more wards specifically – which?

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	N/A	Pregnancy / Maternity:	N/A
Gender:	N/A	Marriage & Civil Partnerships:	N/A
Age:	N/A	Sexual orientation:	N/A
Disability:	N/A	Gender reassignment:	N/A
Religion / Belief:	N/A	Overall:	N/A
For any High impact service equality areas please explain why and what mitigations are proposed:			
N/A			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact	
Will this saving proposal have an impact on employees: Yes / No	No

11. Legal implications	
State any specific legal implications relating to this proposal:	

12. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc.), implementation:	
Month	Activity
July 2016	Proposals prepared (this template and supporting papers – e.g. draft public consultation)

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12. Summary timetable	
August / September 2016	Proposals submitted to Scrutiny committees leading to M&C on 28 September
October 2016	Consultations ongoing
November 2016	Consultations ongoing and (full decision) reports returned to Scrutiny for review
December 2016	Consultations returned to Scrutiny for review leading to M&C for decision on 7 December
January 2017	Transition work ongoing
February 2017	Transition work ongoing and budget set 22 February
March 2017	Savings implemented
	Between September 2016 and April 2017 we will continue to develop options for the site (including the relocation of OH in consultation with the service). At the point of approval by M&C we will look to implement the preferred long term solution and meanwhile use (if necessary).

APPENDIX iii

I – Management and corporate overheads

I 11. Review insurance risk assessments

1. Savings proposal	
Proposal title:	Insurance – level of self-insurance risk
Reference:	I11
LFP work strand:	Management & Corporate Overheads
Directorate:	Resources & Regeneration
Head of Service:	Head of Corporate Resources
Service/Team area:	Insurance & Risk
Cabinet portfolio:	Resources
Scrutiny Ctte(s):	Public Accounts Committee

2. Decision Route			
Saving proposed:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
a) £225k reduction in level of insurance reserves (for 10 yrs)	No	No	No
b) £25k reorganisation	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
<p>The Insurance and Risk service ensures the Council has sufficient insurance cover (in the market or by way of reserves) and manages claims promptly and fairly to reduce the impact of risks should they materialise. It is also responsible for setting and promoting the Council's policy and procedures for strengthening good risk management practices in the Council's day to day management of operations.</p> <p>The Council's insurance arrangements, excluding operations, cost approximately £3,500k per year. The amount varies based on claims and premiums each year. The split is roughly £2,000k paid as premiums and recharged to services and £1,500k paid out to settle the self-insured part of claims or paid centrally into provisions to cover future claims on self-insured activities.</p> <p>The insurance team's operational costs within the budget are £240k.</p>
Saving proposal
<p>a) £225k reduction in level of insurance reserves (for 10 years) A reduction in the level of reserves held for self-insurance purposes by releasing current reserves of £225k per annum for ten years. This will reduce the Council's insurance reserves by £2.25m.</p> <p>b) £25k restructure. The service manager recently applied for and was granted flexible retirement to reduce their working days to three days a week. This saves the service £25k a year. No staff consultation is required.</p>

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
No specific impact
Outline risks associated with proposal and mitigating actions:

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4. Impact and risks of proposal

- a) No immediate service impact however an increase in carried risk for the organisation. The risk is higher as it increases the likelihood of the Council holding insufficient reserves to cover the self-insured elements if incidents occur. Should the risk materialise there would be an immediate cash call on reserves and (if not sufficient) service revenue budgets.
- b) The risk from the restructure is loss of expertise of a senior member of the team. This has been considered and is largely mitigated by moving to three days so key activities will continue to be covered and Council continues to have access to their skills and experience.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	3,900	(2,400)	1,500	
Saving proposed:	2017/18 £'000	2018/19 £'000	2019/20 £'000	Total £'000
a) Reduce level of insurance reserves	225			225
b) Restructure	25			25
Total	250			250
% of Net Budget	17%	%	%	17%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

6. Alignment to Lewisham 2020 priorities

Main priority	Second priority	Lewisham 2020 priorities
		A. Strengthening community input B. Sharing services C. Digitisation D. Income generating E. Demand management
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	

7. Impact on Corporate priorities

Main priority	Second priority	Corporate priorities
10		1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Negative		
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium		

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7. Impact on Corporate priorities		
		10. Inspiring efficiency, effectiveness and equity

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	No specific impact
	If impacting one or more wards specifically – which?

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:		Sexual orientation:	
Disability:		Gender reassignment:	
Religion / Belief:		Overall:	Low
For any High impact service equality areas please explain why and what mitigations are proposed:			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact					
Will this saving proposal have an impact on employees: Yes / No					Yes
Workforce profile:					
Posts	Headcount in post	FTE in post	Establishment posts	Vacant	
				Agency / Interim cover	Not covered
Scale 1 – 2					
Scale 3 – 5					
Sc 6 – SO2	1	1.0	1		
PO1 – PO5	2	1.9	2		
PO6 – PO8	1	0.9	1		
SMG 1 – 3	1	1.0	1		
JNC					
Total	5	4.8	5	0	0
Gender	Female	Male			
	4	1			
Ethnicity	BME	White	Other	Not Known	
		5			
Disability	Yes	No			
		5			
Sexual orientation	Straight / Heterosex.	Gay / Lesbian	Bisexual	Not disclosed	
	5				

11. Legal implications
State any specific legal implications relating to this proposal:
Under the Council's Constitution the Executive Director for Resources and Regeneration is responsible for preparing the Authorities risk management policy statement and strategy. She is also responsible for advising on proper insurance

11. Legal implications

cover to include self-insurance.

12. Summary timetable

Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:

Month	Activity
July 2016	Proposals prepared
August / September 2016	Proposals submitted to Scrutiny committees leading to M&C on 28 September
April 2017	Savings implemented

APPENDIX iv

L – Culture and community services

L8. Facilities management

L9. Assemblies fund

L10. Adult Learning Lewisham subsidy

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1. Savings proposal	
Proposal title:	Facilities Management
Reference:	L8
LFP work strand:	Culture and Community Development
Directorate:	Community Services
Head of Service:	Liz Dart
Service/Team area:	Culture and Community Development Division
Cabinet portfolio:	Joan Millbank
Scrutiny Ctte(s):	Safer Stronger Communities

2. Decision Route			
Saving proposed:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
a) £200k Review of facilities management arrangements	No	No	Yes

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
The Community Resources Team within Culture and Community Development Service has responsibility for the direct management of a number of community buildings. This includes five directly managed community centres (Evelyn Community Centre, Sedgehill Community Centre, Scotney Hall, Sydenham Centre and Moonshot) and two voluntary sector hubs (Leemore Centre and Mulberry Centre). They manage the caretaking, cleaning and room hires for these buildings. The Council also has responsibility for all the running costs including utilities, rates and repairs. These costs are shared between Community Services and Regeneration. In addition the Division has responsibility for the facilities management contract for Deptford Lounge and the community use of spaces within the library and school.
Saving proposal
The proposal is in two parts; firstly to review the current facilities management arrangements for the seven buildings that are still directly managed by the Community Resources Team and look for the most efficient way of running these buildings in the future. Options to be considered will include outsourcing to a third party with experience in community facilities management or a social housing provider.
The second part is to re-tender the facilities management contract for Deptford Lounge. The current contract expires in October 2017. So any savings from this will not be fully achieved until 2018/19.

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
All of these building were identified for continued community use as part of the Voluntary Sector Accommodation Plan produced in 2015. The Council will therefore be seeking new arrangements that can ensure the continued and effective provision of community use of these facilities and the impact on users and partners should therefore be minimal.
The review will impact on a number of staff within the Community Resources Team who currently support the directly managed facilities. Depending on the detail of the proposal TUPE may apply and there is likely to be the need for a reorganisation within

4. Impact and risks of proposal

the Community Resources Team.

Outline risks associated with proposal and mitigating actions:

Risk: New providers are not familiar with needs of the voluntary and community sectors. Mitigation: This will be written into the specification and scoring criteria of any tender exercise.

Risk: Failure to achieve saving through new arrangements. Mitigation: There are some areas of expenditure such as business rates that can be reduced through outsourcing without any impact on the service.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	164	(184)	(20)	
Saving proposed:	2017/18 £'000	2018/19 £'000	2019/20 £'000	Total £'000
a) £200k Review of facilities management arrangements	70	130		200
Total	70	130		200
% of Net Budget	-350%	-650%	%	-1000%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

6. Alignment to Lewisham 2020 priorities

Main priority	Second priority	Lewisham 2020 priorities
A	D	A. Strengthening community input B. Sharing services C. Digitisation D. Income generating E. Demand management
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Low	Low	

7. Impact on Corporate priorities

Main priority	Second priority	Corporate priorities
1	9	1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Neutral	Neutral	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Low	Low	

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7. Impact on Corporate priorities		
		10. Inspiring efficiency, effectiveness and equity

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	No specific impact
	If impacting one or more wards specifically – which?

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	Low	Pregnancy / Maternity:	Low
Gender:	Low	Marriage & Civil Partnerships:	Low
Age:	Low	Sexual orientation:	Low
Disability:	Low	Gender reassignment:	Low
Religion / Belief:	Low	Overall:	Low
For any High impact service equality areas please explain why and what mitigations are proposed:			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact					
Will this saving proposal have an impact on employees: Yes / No					Yes
Workforce profile:					
Posts	Headcount in post	FTE in post	Establishment posts	Vacant	
				Agency / Interim cover	Not covered
Scale 1 – 2					
Scale 3 – 5	3	3	4		1
Sc 6 – SO2	2	2	2		
PO1 – PO5	3	3	3		
PO6 – PO8	1	1	1		
SMG 1 – 3					
JNC					
Total	9	9	10	0	1
Gender	Female	Male			
	5	4			
Ethnicity	BME	White	Other	Not Known	
Disability	Yes	No			
Sexual orientation	Straight / Heterosex.	Gay / Lesbian	Bisexual	Not disclosed	

11. Legal implications
State any specific legal implications relating to this proposal:
There are no specific legal implications.

12. Summary timetable

Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:

Month	Activity
July 2016	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
August / September 2016	Proposals submitted to Scrutiny committees leading to M&C on 28 September
October 2016	Tender exercise commences
January 2017	Outcome of tender exercise to M&C Community Resources Team staff re-org consultation commences
March 2017	Deptford Lounge tender exercise commences
April 2017	Directly managed buildings saving strand implemented Community Resources Team staff re-org implemented.
June 2017	Outcome of Deptford Lounge tender to M&C
October 2017	Deptford Lounge saving implemented.

1. Savings proposal	
Proposal title:	Removal of the Assembly Fund
Reference:	L9
LFP work strand:	Culture and Community Development
Directorate:	Community Services
Head of Service:	James Lee
Service/Team area:	
Cabinet portfolio:	Cllr Joan Millbank
Scrutiny Ctte(s):	Safer Stronger Communities

2. Decision Route			
Saving proposed:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
a) £270k Removal of the Assembly Fund	Yes	Yes	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
<p>In May 2007, the Mayor's Commission on Empowering Communities and Neighbourhoods recommended that the London Borough of Lewisham introduce local ward assemblies for each of the borough's 18 wards. The Commission's objective was that these localised bodies, defined by the active involvement of ward councillors, would enable the people living and working in each ward to have a stronger and more direct influence in shaping their local community, supporting an ongoing process for identifying and resolving local concerns and implementing local solutions. The Local Assemblies programme was established in March 2008.</p> <p>The Local Assemblies programme particularly helps to deliver the Lewisham Sustainable Community Strategy priority outcome 'empowered and responsible – where people can be actively involved in their local area and contribute to supportive communities'. The programme is also helping to deliver the corporate priority 'community leadership and empowerment – developing opportunities for the active participation and engagement of people in the life of the community'.</p> <p>Each Assembly has an individual fully voluntary co-ordinating group which plans its work between Assembly meetings and is supported by the Council-employed Development Officer. The local co-ordinating group has the active involvement of elected members and a range of individuals who have volunteered to support their local Assembly. These individuals bring organisational and communication skills which are invaluable in facilitating the work of the Assembly programme.</p> <p>Each Assembly is allocated a fund of £15,000 to run local projects. £2,500 of this sum is known as the Councillor Discretionary Fund and this can be utilised directly by Ward Councillors to address other areas which may arise during the course of the year or are not identified by residents as key priorities but which still have an impact on the local area.</p>
Saving proposal
The removal of the assembly Fund of £15,000 per ward - £270,000 across the whole borough.

4. Impact and risks of proposal

Outline impact to service users, partners, other Council services and staff:

The proposal will lead to the loss of £15,000 per ward to allocate to local projects. The exact impact of this will depend on what the Assembly would have chosen to allocate the funds to.

The vast majority of these funds are allocated to local voluntary and community groups to deliver local services and this provision will be reduced as a result of this saving.

Outline risks associated with proposal and mitigating actions:

The small grants fund and festival fund will still be available to fund some activity on an annual basis but there will be an expectation that the role of the Assembly shifts from the allocation of these funds to the coordination of wider community activity and volunteer led projects that do not receive direct funding from the Council.

The staffing resource for the delivery of the Assembly Programme will be unaffected by this proposal.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	345	(0)	345	
Saving proposed:	2017/18 £'000	2018/19 £'000	2019/20 £'000	Total £'000
a) Removal of the Assembly Fund	270	0	0	270
Total	270			270
% of Net Budget	78%	0%	0%	78%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

6. Alignment to Lewisham 2020 priorities

Main priority	Second priority	Lewisham 2020 priorities
A	E	A. Strengthening community input B. Sharing services C. Digitisation D. Income generating E. Demand management
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
High	Low	

7. Impact on Corporate priorities

Main priority	Second priority	Corporate priorities
1.	9.	1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	

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7. Impact on Corporate priorities		
Negative	Negative	6. Decent homes for all
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	7. Protection of children
Medium	Low	8. Caring for adults and the older people
		9. Active, healthy citizens
		10. Inspiring efficiency, effectiveness and equity

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	Impact will be uniform across all wards.
	If impacting one or more wards specifically – which?

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:		Sexual orientation:	
Disability:		Gender reassignment:	
Religion / Belief:		Overall:	
For any High impact service equality areas please explain why and what mitigations are proposed:			
<p>As per the attached Equalities Impact Assessment, the conclusion is: It is important to emphasise that areas funded by the Assembly Fund change every year, however the Local Assemblies consistently support a large number of projects that benefit both old and young people. The Small and Faith Fund with a particular emphasis on Communities that Care can mitigate the impact as can the commissioning of some youth activities by the Children and Young People Service and Crowdfunding. However, there will still be a negative impact particularly on the smaller / more local services and new community organisations many of whom will use the Assembly Fund as their first 'dip' into applying for funding. The process required to apply for the Assembly Fund is relatively straightforward and this is clearly of benefit to some of the older peoples' groups who may not have the same level of both IT and funding expertise.</p>			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact	
Will this saving proposal have an impact on employees: Yes / No	No

11. Legal implications
State any specific legal implications relating to this proposal:
<p>A full Report will be required in due course. At present, paragraph 3 of the proposal needs in any event to be further looked at by the report author. Reference will need to be made to the Assembly Fund Guidance 2015 - 2016. In particular, paragraph 4.3 which states that the use of £2500 (which is being called the "Councillor Discretionary Fund") must be decided by all 3 ward councillors or 2/3 if no agreement by the end of December 2015 was reached. It can be spent on any small project that benefits the Ward. Councillors may add their part to the main assembly pot of £12,500 for the assembly to allocate if they wish.</p> <p>The full report will need to show what the current Assembly Fund per ward has to date</p>

11. Legal implications

been used for. Consequently, it is likely that there are considerable Equality implications to be considered - if the proposal is given effect.

12. Summary timetable

Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:

Month	Activity
July 2016	Paper to Labour Group
August / September 2016	Budget setting
October 2016	Liaison with Assemblies
November 2016	Liaison with Assemblies
December 2016	Liaison with Assemblies
January 2017	Liaison with Assemblies
February 2017	Liaison with Assemblies
March 2017	Savings implemented

L9 – Local Assembly Fund

Equalities Analysis Assessment

Name of proposal – Removal of Local Assembly Fund

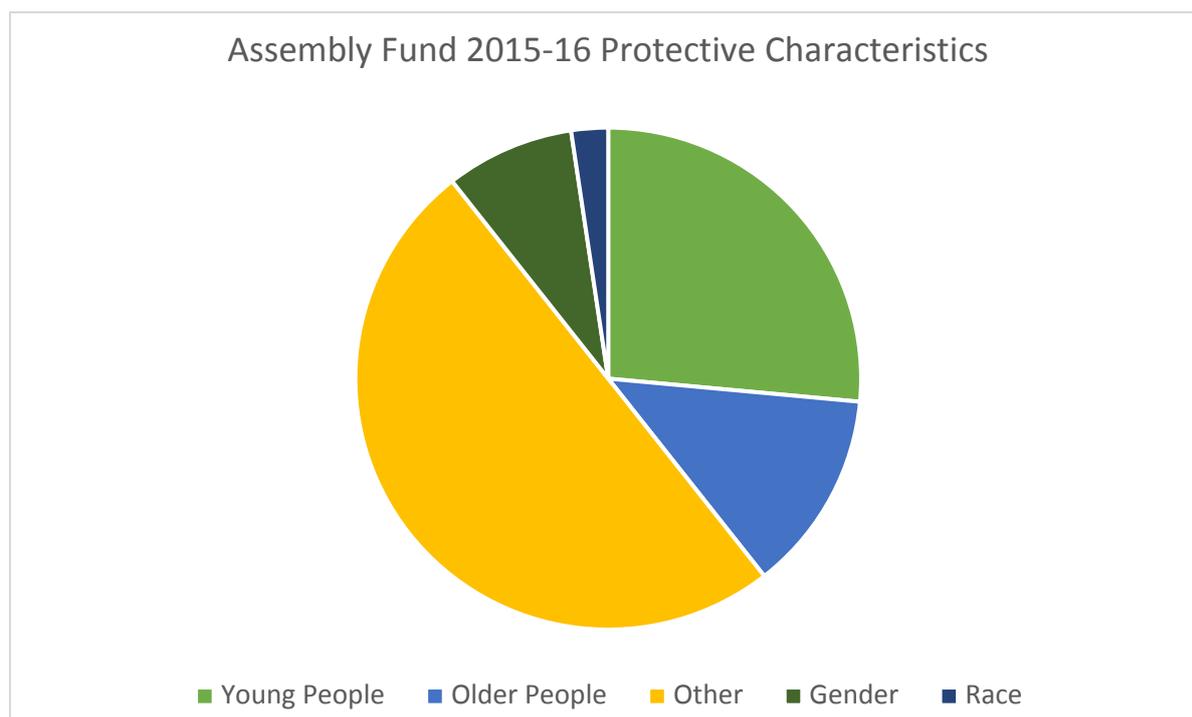
Lead officer - James Lee (Head of Cultural and Community Development Service)

Start date of Equality Analysis 10 August 2016

End date of Equality Analysis 12 August 2016

Background - This document is the Equalities Analysis Assessment to assess the impact of the removal of the Local Assembly Fund.

Local Assembly Fund - £12,500 available to all 18 Lewisham wards and disseminated via the Ward Assembly. On top of this Ward Councillors have £2,500 Councillor Discretionary Fund available which some choose to add to the Assembly Fund making £15,000 available. For the purpose of this assessment the two funds are combined as they are administered identically. The allocation process varies ward to ward with some assemblies funding projects using a commissioning process having already identified need and gaps in provision. Other wards use a small grants process with applications needing to meet at least one of the assembly priorities as decided by the assembly.



Areas funded by the Assembly Fund will change year to year as new organisations become involved and fresh projects are identified. However, assembly funding has consistently supported a large number of projects that benefit both younger and older people.

In 2015-16 46% of Local Assembly Fund projects were specifically targeting either young people or older people, this equates to approximately £124,000 of the £270,000 available.

Impact on small local projects – Whilst the sums involved are quite small, the Assembly Fund clearly provides an opportunity for local organisations to run projects that are based locally and benefit local people. We know that having to travel can be detrimental to buy-in and this is particularly evident with both young and old people. Therefore ward based activities can be very successful, in addition as they are funded on local need there tends to be high demand. Many of the activities funded are linked to health and wellbeing such as girls’ football and day trips. At a time when we are recognising the need to combat obesity and social isolation many of these projects directly address this.

Data Summary for age - According to the 2011 Census some 70,100 Lewisham residents are aged between 0-19 (25% of the population), whilst some 179,800 residents are aged between 20-64, (65% of the population). By contrast there are some 26,200 older people aged 65 and over (9.5%).

According to the 2013 Sub National Population Projections by 2021 the number of Lewisham residents aged 0-19 is expected to rise to 79,570 (25% of the population), whilst the number of people aged 20-64 is expected to reach 208,190 (65% of the population). By contrast the number of people aged 65 and older is expected to increase to 30,570 (10% of the population).

Ward profiles suggest that a greater number of older residents (65+) live in the south of borough in areas like Downham or Grove Park; whilst younger residents (0-19) are spread throughout the borough more evenly.

Conclusion – It is important to emphasise that areas funded by the Assembly Fund change every year, however the Local Assemblies consistently support a large number of projects that benefit both old and young people. The Small and Faith Fund with a particular emphasis on Communities that Care can mitigate the impact as can the commissioning of some youth activities by the Children and Young People Service and Crowdfunding. However, there will still be a negative impact particularly on the smaller / more local services and new community organisations many of whom will use the Assembly Fund as their first ‘dip’ into applying for funding. The process required to apply for the Assembly Fund is relatively straightforward and this is clearly of benefit to some of the older peoples’ groups who may not have the same level of both IT and funding expertise.

Ward	Project	Mee ts All	Age	Disa bility	Gender Reassign ment	Marri age & Civil Partn ership	Preg nanc y & Mate rernity	Race	Sex	Sexual Orient ation
Grove Park	Eco Communiti es		OP							
Catford South	Ageing Well in Lewisham		OP							
Catford	Brownhill		OP							

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South	Road Baptist Church								
Catford South	Corbett Residents Association	Yes							
Catford South	Corbett Residents Association	Yes							
Catford South	Culverley Road Residents Association	Yes							
Catford South	Dalmain Athletic Girls Football Club		YP					F	
Catford South	Lewisham Youth Theatre		YP						
Catford South	Corbett Estate Neighbourhood Forum	Yes							
Forest Hill	SEE3 Portas Pilot	Yes							
Forest Hill	Forest Hill Fashion Week	Yes							
Forest Hill	Dalmain Athletic Girls Football Club		YP					F	
Forest Hill	Friends of Albion Millennium Green	Yes							
Forest Hill	Forest Hill & Sydenham Free Film Festival	Yes							
Forest Hill	20th Forest Hill (scoutlink) Scout Group		YP						
Lee Green	Glendale Managed Services	Yes							

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Lee Green	Friends of Manor House Gardens	Yes							
Lee Green	Lee Fair Share		OP						
Lee Green	Lee Manor Community Garden	Yes							
Lee Green	Lee Green Lives	Yes							
Lee Green	Fuss@Hither Green	<u>Yes</u>							
Lee Green	Lee Green Lives		OP					F	
Lewisham Ctrl	Glendale Managed Services	Yes							
Lewisham Ctrl	Dalmain Athletic Girls Football Club		YP					F	
Lewisham Ctrl	Glendale Managed Services	Yes							
Perry Vale	Forest Hill School		YP						
Perry Vale	Dalmain Athletic Girls Football Club		YP					F	
Perry Vale	Walk In Space Youth Club		YP						
Perry Vale	Lewisham Elders Resource Centre (Seniors)		OP						
Perry Vale	Friends of Dacres Wood	Yes							
Perry Vale	Sign Language & Deaf Awareness			Yes					
Rushey Green	Catford Street Trees	Yes							

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Rushey Green	Friends of Mountsfield Park	Yes							
Rushey Green	Lewisham Asian Elders and Carers Group		OP				Yes		
Rushey Green	Lewisham Irish Community Centre		YP				Yes		
Rushey Green	Lewisham Youth Theatre		YP						
Rushey Green	St Dunstan's Enterprises		YP					F	
Rushey Green	Broadway theatre	Yes							
Bellingham	Solon Security	Yes							
Bellingham	8th Lewisham Scout Group		YP						
Bellingham	Demand Energy Equality	Yes							
Bellingham	Sport Fun 4 All	Yes							
Bellingham	Sydenham Arts	Yes							
Bellingham	Christ Church United Reformed Churches Together in Bellingham	Yes							
Bellingham	Dalmain Athletic Girls Football Club		YP					F	
Bellingham	Christ Church United Reformed Churches Together in	Yes							

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	Bellingham									
Bellingham	ABC Under 5		YP							
Bellingham	Lewisham Disability Coalition			Yes						
Brockley	Nestor Milyaev (Fix your Bike Brockley)	Yes								
Brockley	St John's Church Deptford		OP							
Brockley	Brockley Society Tree Committee	Yes								
Brockley	Chelwood House for Families		YP							
Brockley	Max Media Arts CIC	Yes								
Brockley	Frameless Arts CIC	Yes								
Brockley	Bright Beginning		YP							
Brockley	Brockley Society Tree Committee	Yes								
Brockley	Little Babbaz		YP							
Brockley	Heston Nature Garden Group	Yes								
Bellingham	Sydenham Community Library		YP							
Bellingham	Bellingham Community Project	Yes								
Bellingham	Bellingham Community Project for DFCG			Yes						
Whitefoot	Dalmain Athletic Girls Football Club		YP						F	
Whitefoot	Downham	Yes								

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	Nutrition Partnership									
Whitefoot	Goldsmiths Community Association	Yes								
Whitefoot	Downham Celebrates Company	Yes								
Whitefoot	The Christmas Cracker Trip Venues Project		OP							
Whitefoot	Lewisham Citizens Advice Bureau	Yes								
Whitefoot	The Christmas Cracker Trip Venues Project		OP							
Whitefoot	Further Green Neighbourhood watch Committee	Yes								
Downham	REAP Centre on behalf of ALIZA a place to be me		YP							
Downham	Sports Fun 4 All	Yes								
Downham	The Christmas Cracker Trip Venues Project		OP							
Downham	Regal Education Arts Project		YP							
Downham	Good Shepherd Youth Club		YP							
Downham	Lewisham Citizens Advice Bureau	Yes								
Downham	Academy Achievers		YP							

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Downham	Downham Celebrates Company	Yes								
Downham	Downham Celebrates Company	Yes								
Sydenham	Friends of Sydenham Community Library		YP							
Sydenham	TNG Centre		YP							
Sydenham	SEE3 Portas Pilot	Yes								
Sydenham	Sydenham Arts	Yes								
Sydenham	Lewisham Hear to Help / Action on Hearing Loss			Yes						
Sydenham	Friends of Sydenham Community Library	Yes								
Sydenham	Sydenham Community Library	Yes								
Sydenham	The Greener Homecroft Project Group	Yes								
New Cross	The New Cross Gate Trust	Yes								
New Cross	Carers Lewisham & Honeypot Charity		YP							
Grove Park	Skanska Christmas Tree	Yes								
Sydenham	Christmas Tree	Yes								
Crofton Park	Dalmain Pen		YP						F	
Crofton Park	Eco Communities	Yes								

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Crofton Park	Ackroyd Community Association		OP						
Crofton Park	Ewart Road Housing Co-operative		YP						
Crofton Park	Friends of Blythe Hill Fields	Yes							
Crofton Park	Crofton Park & Honor Oak Neighbourhood Forum	Yes							
Crofton Park	St Saviours Church		OP						
Crofton Park	Walk In Space Youth Club		YP						
Crofton Park	Acorn Childrens Club		YP						
Blackheath	Church of Ascension						Yes		
Blackheath	Winning Post Sports Services		OP					M	
Blackheath	Dalmain Athletic Girls Football Club		YP					F	
Blackheath	Quaggy Development Trust		OP						
Blackheath	Quaggy Development Trust		OP						
Blackheath	Age Exchange		YP						
Blackheath	Age Exchange		OP						
Ladywell	Max Media Arts CIC	Yes							
Ladywell	Friends of Brockley & Ladywell Cemeteries	Yes							
Ladywell	Hopcroft Forum	Yes							
Ladywell	Ladywell Youth Club		YP						

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	& One Community Project								
Ladywell	St Andrews Centre	Yes							
Ladywell	Dalmain Athletic Girls Football Club		YP					F	
Grove Park	Dalmain Athletic Girls Football Club		YP					F	
Grove Park	WG Grace Senior Citizen Tuesday Club		OP						
Grove Park	Baring Primary School	Yes							
Grove Park	Carers Lewisham		YP						
Grove Park	Glendale Managed Services	Yes							
Grove Park	SCALE Projects		YP						
Grove Park	Volunteer Centre Lewisham	Yes							
Grove Park	Chinbrook Dog Show	Yes							
Grove Park	9th Lewisham Scout Group		YP						
Lewisham Ctrl	Skanska Christmas Tree	Yes							
Blackheath	Blackheath Society	Yes							
Crofton Park	Crofton Park & Honor Oak Neighbourhood Forum	Yes							
Downham	Frying Squad	Yes							
Forest Hill	Teatro	Yes							

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	Vivo								
New Cross	New Cross & Deptford Free Film Festival	Yes							
New Cross	New Cross Learning	Yes							
New Cross	Creekside Education Trust		YP						
New Cross	ALIZA - a place to be me		YP						
New Cross	SIGNAL Family Support		YP	Yes					
Whitefoot	St John The Baptist Church	Yes							
Whitefoot	Whitefoot & Downham Community Food Plus Project	Yes							
Telegraph Hill	Just Older Youth		OP					M	
Telegraph Hill	LBL Greenscene	Yes							
Telegraph Hill	New Cross Gate Trust	Yes							
Telegraph Hill	Hillview Community Services						Yes		
Telegraph Hill	Telegraph Hill Centre		OP						
Telegraph Hill	Sew 4 U Fashion		YP						
Telegraph Hill	Telegraph Hill Playclub		YP						
Telegraph Hill	Somerville Youth and Play Provision		YP						

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1. Savings proposal	
Proposal title:	Adult Learning Lewisham
Reference:	L10
LFP work strand:	Culture and Community Development
Directorate:	Community Services
Head of Service:	Liz Dart
Service/Team area:	Adult Learning Lewisham
Cabinet portfolio:	Chris Best
Scrutiny Ctte(s):	Healthier Communities

2. Decision Route			
Saving proposed:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
a) £40k General revenue subsidy reduction	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
Adult Learning Lewisham helps over 4,000 people each year to achieve their goals, improve their skills and transform their lives through adult learning classes. There are over 12,000 enrolments on 1,100 different courses with a 92% success rate. The service runs from three specialist adult learning centres in Brockley, Lewisham and Grove Park as well as working in a number of community settings.
Saving proposal
Adult Learning Lewisham is primarily funded by the Skills Funding Agency with an annual grant allocation of £3.2m in 2016/17. This is supplemented by fees income from learners. The Council provides subsidy in the form of corporate overheads including the running costs of three adult learning centres. In addition there is a nominal revenue budget subsidy of £40k per annum. It is proposed to reduce this to £0 through a combination of increased income from fees and expenditure efficiencies.

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
It is anticipated that this saving can be achieved with minimal impact to the service.
Outline risks associated with proposal and mitigating actions:
No risks identified as the saving is only a very small percentage of the service turnover.

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	3,934	(3,892)	42	
Saving proposed:	2017/18 £'000	2018/19 £'000	2019/20 £'000	Total £'000
a) £40k General	40			40

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5. Financial information				
revenue subsidy reduction				
Total	40			40
% of Net Budget	95.2%	%	%	%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

6. Alignment to Lewisham 2020 priorities		
Main priority	Second priority	Lewisham 2020 priorities
D	A	A. Strengthening community input B. Sharing services C. Digitisation D. Income generating E. Demand management
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Low	Low	

7. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities
9.	5.	1. Community leadership and empowerment 2. Young people’s achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Neutral	Neutral	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Low	Low	

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	No specific impact
	If impacting one or more wards specifically – which?

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	Low	Pregnancy / Maternity:	Low
Gender:	Low	Marriage & Civil Partnerships:	Low
Age:	Low	Sexual orientation:	Low
Disability:	Low	Gender reassignment:	Low
Religion / Belief:	Low	Overall:	Low
For any High impact service equality areas please explain why and what mitigations are proposed:			

9. Service equalities impact

Is a full service equalities impact assessment required: Yes / No

No

10. Human Resources impact

Will this saving proposal have an impact on employees: Yes / No

No

11. Legal implications

State any specific legal implications relating to this proposal:

There are no specific legal implications.

12. Summary timetable

Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:

Month	Activity
July 2016	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
August / September 2016	Proposals submitted to Scrutiny committees leading to M&C on 28 September
March 2017	Savings implemented

APPENDIX v

M – Strategic housing

M4. PLACE / Ladywell

M5. Hostel Acquisition

M6. Reorganise provision of Handy Person service

M7. Reduce No Recourse to Public Funds costs

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1. Savings proposal	
Proposal title:	PLACE / Ladywell
Reference:	M4
LFP work strand:	M – Strategic housing
Directorate:	Customer Services
Head of Service:	Genevieve Macklin
Service/Team area:	Strategic Housing
Cabinet portfolio:	Housing/Cllr Egan
Scrutiny Ctte(s):	Housing/PAC

2. Decision Route			
Saving proposed:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
a) £85k generating income from leasing PLACE / Ladywell development	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
The Strategic Housing Service manages and commissions housing services to meet the Council’s housing objectives.
The PLACE / Ladywell project has been developed as a response to the on-going shortage of affordable temporary accommodation for homeless households, and makes temporary use of a vacant site in advance of long term regeneration.
Saving proposal
PLACE / Ladywell includes 24 residential units as well as a range of ground floor commercial uses.
Mayor & Cabinet agreed to lease the 24 homes to Lewisham Homes, so that they might be made available to homeless families awaiting a permanent housing offer.
Lewisham Homes will collect rent, and manage the properties, and will pay an annual lease rent to the Council. This lease rent is £205,000.
The £85,000 saving proposal is the surplus that the Council will make from this lease rent, after all financing costs associated with the construction of the building are paid.

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
The proposal in itself addresses risks to residents by providing a better and more affordable form of temporary housing.
Outline risks associated with proposal and mitigating actions:
The PLACE / Ladywell development is time limited, and expected to stay on the Ladywell site for four years. At this point the building will be moved, and another future use found for it. The income is therefore guaranteed for four years, after which it is dependent on the future use found for the building.
Officers have already commenced activity to find another site. The building is

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4. Impact and risks of proposal

warranted for 60 years and for up to 10 moves. Both of these factors will protect the Council's position.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	120	*(205)	(85)	
Saving proposed:	2017/18 £'000	2018/19 £'000	2019/20 £'000	Total £'000
a) Generating income from leasing PLACE / Ladywell development	85			85
Total	85			85
% of Net Budget	100%	%	%	100%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

* This is an income generating scheme which is expected to achieve income in the region of £205k per year. Once corporate costs have been taken, a net income of £85k will be available to put forward for savings.

6. Alignment to Lewisham 2020 priorities

Main priority	Second priority	Lewisham 2020 priorities
D	E	A. Strengthening community input B. Sharing services C. Digitisation D. Income generating E. Demand management
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium	Medium	

7. Impact on Corporate priorities

Main priority	Second priority	Corporate priorities
6	5	1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Positive	Positive	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium	Low	

8. Ward impact

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	If impacting one or more wards specifically – which?
	Lewisham Central

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:		Sexual orientation:	
Disability:		Gender reassignment:	
Religion / Belief:		Overall:	
For any High impact service equality areas please explain why and what mitigations are proposed:			
This will have a positive impact for homeless households			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact	
Will this saving proposal have an impact on employees: Yes / No	No

11. Legal implications
State any specific legal implications relating to this proposal:
The M&C decision to progress the Ladywell/Place scheme has already been agreed – M&C on 18 May 2016. The relevant legal implications form part of that report. This report confirms the financial impact of the rental value from the project as it impacts savings considerations.

12. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc.), implementation:	
Month	Activity
July 2016	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
August / September 2016	Proposals submitted to Scrutiny committees leading to M&C on 28 September
October 2016	Consultations ongoing
November 2016	Consultations ongoing and (full decision) reports returned to Scrutiny for review
December 2016	Consultations returned to Scrutiny for review leading to M&C for decision on 7 December
January 2017	Savings implemented (this can be implemented in-year)

1. Savings proposal	
Proposal title:	Hostel Acquisition
Reference:	M5
LFP work strand:	M – Strategic housing
Directorate:	Customer Services
Head of Service:	Genevieve Macklin
Service/Team area:	Strategic Housing
Cabinet portfolio:	Housing/Cllr Egan
Scrutiny Ctte(s):	Housing

2. Decision Route			
Saving proposed:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
a) £150k generating income from renting newly acquired hostel accommodation	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
The Strategic Housing Service manages and commissions housing services to meet the Council's housing objectives.
The Hostels Acquisition project was agreed in 2014 as a response to the on-going shortage of affordable temporary accommodation for homeless households. It enabled an agreed programme of investment to purchase properties across Lewisham which could be converted to be used as hostels.
Saving proposal
To date an additional 38 hostel rooms have been acquired at: Stansted Road, Catford, Deptford High Street and at Hamilton Lodge & 118 Canonbie Road in Forest Hill,
The £150,000 saving proposal is the surplus that the Council will make from the rents collected from these properties, after all financing costs associated with the acquisition and conversion of the buildings are paid.

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
The proposal in itself addresses risks to residents, by providing a better and more affordable form of temporary housing.
Outline risks associated with proposal and mitigating actions:
These properties have been purchased and the conversion programme will complete in September, at which point the income stream will be in place. As such the risk is minimal

5. Financial information				
Controllable budget:	Spend	Income	Net Budget	

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5. Financial information				
General Fund (GF)	£'000	£'000	£'000	
	401	* (551)	(150)	
Saving proposed:	2017/18 £'000	2018/19 £'000	2019/20 £'000	Total £'000
a) Generating income from renting newly acquired hostel accommodation	150			150
Total	150			150
% of Net Budget	100%	%	%	100%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

* This is an income generating scheme which is expected to achieve income in the region of £150k per year. Once the refurbishment has been completed and corporate costs have been taken, a net income of £150k will be available to put forward for savings.

6. Alignment to Lewisham 2020 priorities		
Main priority	Second priority	Lewisham 2020 priorities
D	E	A. Strengthening community input B. Sharing services C. Digitisation D. Income generating E. Demand management
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium	Medium	

7. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities
6	10	1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Positive	Positive	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium	Low	

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	No specific impact
	If impacting one or more wards specifically – which?

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:		Sexual orientation:	
Disability:		Gender reassignment:	
Religion / Belief:		Overall:	
For any High impact service equality areas please explain why and what mitigations are proposed:			
This will have a positive impact for homeless households			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact	
Will this saving proposal have an impact on employees: Yes / No	No

11. Legal implications
State any specific legal implications relating to this proposal:
The M&C decision to progress the Hostel conversion project has already been agreed on the 19 April 2014. The relevant legal implications form part of that report. This report confirms the financial impact of the rental value from the project for the savings consideration aspect.

12. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc.), implementation:	
Month	Activity
July 2016	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
August / September 2016	Proposals submitted to Scrutiny committees leading to M&C on 28 September
October 2016	Consultations ongoing
November 2016	Consultations ongoing and (full decision) reports returned to Scrutiny for review
December 2016	Consultations returned to Scrutiny for review leading to M&C for decision on 7 December
January 2017	Savings implemented (this can be implemented in-year)

1. Savings proposal	
Proposal title:	Handyperson service
Reference:	M6
LFP work strand:	M – Strategic housing
Directorate:	Customer Services
Head of Service:	Kevin Sheehan
Service/Team area:	Private Sector Housing Agency
Cabinet portfolio:	Cllr Damien Egan
Scrutiny Ctte(s):	Housing/Safer Stronger Communities

2. Decision Route			
Saving proposed:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
a) £150k transfer the service to be community run	Yes	Yes	Yes

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
<p>The handyperson scheme provides small repairs and adaptations to the homes of older or disabled residents so they can remain in their homes living safely and independently. This service is free, residents just pay the cost of any materials required.</p> <p>For current unlimited access to this service clients need to be at least 60-years-old and/or disabled and includes a priority group for those under 60 who are disabled and need to go home from hospital after an operation. The service is for home owners, private renters and some restrictions may apply for housing association tenants.</p> <p>Handy persons carry out:</p> <ul style="list-style-type: none"> • Small plumbing repairs • Moving furniture for easier access • Fitting grab rails, hand rails and curtain rails • Changing tap washers • Adjusting doors • Changing light bulbs <p>There are currently three handypersons who perform approx. 3,300 small jobs per annum (based on 15/16 outputs).</p> <p>Unlike other authorities, Lewisham does not charge service users for this service. The cost of this service is £150k (including vans, tools and staffing costs) if we were to charge.</p>
Saving proposal
There is a proposed consultation to establish whether recipients of the service would be prepared to pay for the work provided in order to cover the costs of the service or if there are any voluntary sector groups who would consider providing the service at no cost to the Council.

4. Impact and risks of proposal

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4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
The risks of falls may increase if small jobs like handrails, grab rails and trip hazards are no longer provided.
Outline risks associated with proposal and mitigating actions:
Consultation is underway to establish if residents receiving this service would be prepared to pay and if other voluntary sector providers would be willing to provide the service. The results from the consultation will explore how the service users may be impacted.

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	154	(4)	150	
Saving proposed:	2017/18 £'000	2018/19 £'000	2019/20 £'000	Total £'000
To stop the service or provide at no cost to the Council	150			150
Total	150			150
% of Net Budget	100%	%	%	100%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

6. Alignment to Lewisham 2020 priorities		
Main priority	Second priority	Lewisham 2020 priorities A. Strengthening community input B. Sharing services C. Digitisation D. Income generating E. Demand management
E		
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Low		

7. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities 1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency,
3	6	
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Neutral	Negative	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
low	Medium	

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7. Impact on Corporate priorities		
		effectiveness and equity

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	No specific impact
	If impacting one or more wards specifically – which?

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	Medium	Pregnancy / Maternity:	Low
Gender:	Medium	Marriage & Civil Partnerships:	Low
Age:	High	Sexual orientation:	Low
Disability:	High	Gender reassignment:	Low
Religion / Belief:	Low	Overall:	Medium
For any High impact service equality areas please explain why and what mitigations are proposed:			
This service is targeted for people who are elderly, vulnerable and/or disabled. Consultation is required to assess if the service can be provided in another way at no cost to the Council			
Is a full service equalities impact assessment required: Yes / No			Yes

10. Human Resources impact					
Will this saving proposal have an impact on employees: Yes / No					Yes
Workforce profile:					
Posts	Headcount in post	FTE in post	Establishment posts	Vacant	
				Agency / Interim cover	Not covered
Scale 1 – 2					
Scale 3 – 5	3	3	4	0	1
Sc 6 – SO2					
PO1 – PO5					
PO6 – PO8					
SMG 1 – 3					
JNC					
Total	3	3	4	0	1
Gender	Female	Male			
		3			
Ethnicity	BME	White	Other	Not Known	
		3			
Disability	Yes	No			
		3			
Sexual orientation	Straight / Heterosex.	Gay / Lesbian	Bisexual	Not disclosed	
				3	

11. Legal implications
State any specific legal implications relating to this proposal:
Given the service provided - although it is not a mandatory service being provided, it

11. Legal implications

will necessarily require appropriate equalities assessment and a proportionate consultation. Also, 4 posts will be likely to be affected by this proposal and so there is a need for consultation with the postholders affected and the usual employment implications required to be applied.

12. Summary timetable

Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:

Month	Activity
July 2016	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
August / September 2016	Proposals submitted to Scrutiny committees leading to M&C on 28 September
October 2016	Consultations ongoing
November 2016	Consultations ongoing and (full decision) reports returned to Scrutiny for review
December 2016	Consultations returned to Scrutiny for review leading to M&C for decision on 7 December
January 2017	Transition work ongoing
February 2017	Transition work ongoing and budget set 22 February
March 2017	Savings implemented

Consultation Paper for savings proposal M6

Handypersons service - consultation questions

The handypersons in Lewisham provide a service to older or more vulnerable residents in the borough so that they can remain in their homes. They carry out small repairs and minor adaptations including:

- minor plumbing, such as tap washers and bibcock repairs;
- carpentry repairs such as refitting doors, hinges or changing locks, fitting handrails or grab rails and
- odd jobs such as rearranging furniture or fitting curtain rails.

Due to severe budget pressures, the council is proposing to stop providing the handypersons services to home owners and private renters unless all the service costs can be covered by direct charges to service users or can be provided at no cost to the Council by another provider.

This consultation is looking for views from Lewisham residents and you have been contacted directly as you have used the handyperson service in the last year.

The consultation is also available on Lewisham's website if you prefer to respond on-line and has been sent to Lewisham Disability Centre, Age Concern UK and Local Assemblies for further comment.

The council would very much appreciate your views on the following questions; please note the information received will be completely confidential and not used in any way other than informing the views on this service.

1. Have you used Lewisham's handyperson service?

Yes

No - Please go to question 6

2. When did you last use the handyperson service?

In the last month

3 months

6 months

1 year

(Please tick all that apply)

3. If you have used the handyperson service what job(s) was carried out in your home – please tick all that apply

Grab rail

Rearranging furniture

Lock replacement/repair

Fitting curtain rails

Replacing tap washer

Unblocking sink wastes

Handrail

Re-hanging door

Fixing shelves

Making safe carpets or flooring

Fixing tap

Replacing fluorescent lights

4. How satisfied were you with the service provided by the handy person?

Satisfied

Neither
satisfied nor dissatisfied

Dissatisfied

5. What would be your response if the council decided to stop the handyperson service?

Wouldn't mind at all

Not too bothered

Would be very upset

6. The cost to the Council of providing the handyperson service is £150,000 per annum. If you needed the handyperson service how much would you be prepared to pay?

a) Per hour £.....

b) Per job £.....

7. If you have indicated that you would be willing to cover the costs of minor jobs to your home, what additional repairs would you consider paying for?

Clear gutters

Clear loft space

Clean gutters

Clean drains

Trim hedges

Garden clearance

Half yearly lawn mowing

Minor electrics

Other.....

Thank you for taking the time to complete this survey. Please take a little more time to complete the following questions to enable us to assess the demographics of the users of the handypersons service.

Are you...

- Male
- Female
- Transgender
- Prefer not to say

How old are you

- 20-29
- 30-39
- 40-49
- 50-59
- 60-69
- 70-79
- 80-89
- 90+

Do you consider you have a disability?

- Yes
- No
- Prefer not to say

If yes please advise what the disability is

What is your ethnicity?

- White
- Black Caribbean
- Black African
- Mixed
- Asian
- Chinese

What is the main language spoken in your household?

.....

Thank you again for taking the time to complete our survey, your feedback and opinion really matter to us.

Please return this survey to Floor 3 Laurence House, Catford, SE6 4RU alternatively please complete the survey on-line on xxxx

1. Savings proposal	
Proposal title:	No Recourse to Public Funds Costs
Reference:	M7
LFP work strand:	M – Strategic housing
Directorate:	Customer Services
Head of Service:	Genevieve Macklin
Service/Team area:	No Recourse to Public Funds (NRPF)
Cabinet portfolio:	
Scrutiny Ctte(s):	Public Accounts Select Committee

2. Decision Route			
Saving proposed:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
a) £64k re-provisioning	No	No	No
b) £36k Housing Benefit Project	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
NRPF provides accommodation and subsistence to those assessed as destitute and unable to meet their needs because of their immigration status. This precludes access to most social security benefits, social housing, for many the right to work. Support for families is provided under S17 Children Act and for vulnerable adults, Part 1 Care Act.
Saving proposal
It is proposed to re-provision the most expensive eleven households to achieve savings of £64,000 over the financial year. These households have already been identified, as has 70% of the move on property.
Tenancy at will agreements have been finalised that establish a liability for rent for NRPF applicants to become eligible for Housing Benefit (HB) once they have had their 'no recourse' restriction lifted. This means that HB can now be claimed while applicants remain in accommodation procured and paid for by Lewisham until they are resettled into their own accommodation in the private sector.

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
Applicants will be required to move properties and while accommodation has been identified in London, none of it is in borough and will necessitate changes to school, GP services etc. HB will need to fast track HB claims from NRPF applicants
Outline risks associated with proposal and mitigating actions:
Moves out of borough or where changes to school are needed often involve legal challenges from representatives to prevent such moves. The authority is required to devote considerable resources defending such challenges and time delays will reduce the potential saving.
However the team has a dedicated resettlement service that supports families through the transition from local authority support to independence and the team have recently

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4. Impact and risks of proposal

interviewed a number of families who have been placed out of London to record their experiences. A short film will be available to be screened in AccessPoint and on social media

Legal challenges are also likely where applicants are moved to smaller (albeit suitable) accommodation.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	4,442	0	4,442	
Saving proposed:	2017/18 £'000	2018/19 £'000	2019/20 £'000	Total £'000
a)	64			64
b)	36			36
Total	100			100
% of Net Budget	2%	%	%	2%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

6. Alignment to Lewisham 2020 priorities

Main priority	Second priority	Lewisham 2020 priorities
E	D	A. Strengthening community input B. Sharing services C. Digitisation D. Income generating E. Demand management
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Low	Medium	

7. Impact on Corporate priorities

Main priority	Second priority	Corporate priorities
7	6	1. Community leadership and empowerment 2. Young people’s achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Neutral	Neutral	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium	Medium	

8. Ward impact

Geographical impact by ward:	No specific impact / Specific impact in one or more
	No specific impact

8. Ward impact

	If impacting one or more wards specifically – which?

9. Service equalities impact

Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	High	Pregnancy / Maternity:	Low
Gender:	High	Marriage & Civil Partnerships:	N/A
Age:	Low	Sexual orientation:	N/A
Disability:	Low	Gender reassignment:	N/A
Religion / Belief:	N/A	Overall:	Medium
For any High impact service equality areas please explain why and what mitigations are proposed:			
The Council already has in place a Location Priority Policy, and associated equality analysis assessment, which sets out a framework for moving households to accommodation out of the borough. The proposals will not result in any reduction in service to NRPF families supported by the authority			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact

Will this saving proposal have an impact on employees: Yes / No	No
------------------------------------------------------------------------	----

11. Legal implications

State any specific legal implications relating to this proposal:
Support for families is provided under S17 Children Act and for vulnerable adults, Part 1 Care Act Moves out of borough or where changes to school are needed often involve legal challenges from representatives to prevent such moves.
No Recourse to Public Funds (NRPF) refers to people from abroad who are subject to immigration controls and have no entitlement to welfare benefits, public housing or financial support from the Home Office. Individuals with NRPF, whilst not eligible for public funds, might still be eligible for local authority assistance under s. 17 of the Children Act 1989, which puts a duty on local authorities to safeguard the welfare of children in their area and to promote their upbringing by their families. To support this, local authorities may provide assistance-in-kind, accommodation and/or cash. Those persons subject to immigration control within the meaning of section 115 of the IAA1999 are now excluded from care and support under the Care Act. Assistance under these acts is not defined as ‘a public fund’, hence why individuals with NRPF may be entitled to assistance under these provisions. There are two main groups of applicants to whom the Council owes a duty to source accommodation on a temporary basis, those to whom a Children Act 1989 duty is owed, following assessment, and those to whom a homelessness duty is owed, pursuant to the 1996 Act and Guidance. Sections 206 and 208 of the Housing Act 1996 [“the 1996 Act”] impose distinct but related requirements upon the local authority. By virtue of section 205(1) of the 1996 Act, their “housing functions” refers to their functions under Part 7 to secure that accommodation is available for a person’s occupation. Under section 182(1) of the 1996 Act, local housing authorities are required to have regard to such guidance as may from time to time be given by the Secretary of State. The current general guidance is contained in the Homelessness Code of Guidance for Local Authorities (Department for Communities and Local Government, 2006). As to the duty in section 208(1), this provides: “... Section 208(1) requires housing

11. Legal implications

authorities to secure accommodation within their district, in so far as is reasonably practicable. The position with respect to the Councils duties pursuant to ss17 and 20 of the Children Act 1989 are that: (s17) It is a general duty of every local authority (a) to safeguard and promote the welfare of children within their area who are in need; and (b) so far as is consistent with that duty, to promote the upbringing of such children by their families, by providing a range and level of services appropriate to those children's needs. These services can include accommodation. Before giving any assistance or imposing any conditions, a local authority shall have regard to the means of the child concerned and of each of his parents.

The Supreme Court judgment in the case of *Nzolameso v Westminster City Council* required local authorities to have "a policy for procuring sufficient units of temporary accommodation secondly, each local authority should have and keep up to date, a policy for allocating those units to individual homeless households."

An Interim Homeless Allocations (Locational Priority) Policy was presented to Mayor and Cabinet on 15th July 2015, subsequently, officers have conducted consultation and finalised a Location Priority Policy which provides a framework for the fair allocation of temporary accommodation within and close to the London Borough of Lewisham.

12. Summary timetable

Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc.), implementation:

Month	Activity
July 2016	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
August / September 2016	Proposals submitted to Scrutiny committees leading to M&C on 28 September
October 2016	Consultations ongoing
November 2016	Consultations ongoing and (full decision) reports returned to Scrutiny for review
December 2016	Consultations returned to Scrutiny for review leading to M&C for decision on 7 December
January 2017	Transition work ongoing
February 2017	Transition work ongoing and budget set 22 February
March 2017	Savings implemented

APPENDIX vi

Q – Safeguarding and early intervention services

Q6. Developing alternative pathways for care

Q7. Review of Lewisham CAMHS

Q8. Development of Fostering Service

Q9. Reduction in Looked after Children based on edge of care developments

Q10. Enhance family finding

Q11. Review of Meliot Road Centre and contact arrangements

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1. Savings proposal	
Proposal title:	Developing alternative pathways for care and LAC contract monitoring
Reference:	Q6
LFP work strand:	Safeguarding & early intervention
Directorate:	Children and Young People
Head of Service:	Stephen Kitchman
Service/Team area:	Cllr Maslin
Cabinet portfolio:	Children and Young People
Scrutiny Ctte(s):	Children and Young People

2. Decision Route			
Saving proposed:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
a) £170k Shared housing	No	No	No
b) £420k Supporting people in semi-independence provision with housing services	No	No	No
c) £50k Access to public housing at 18	No	No	No
d) £270k Claiming housing benefit	No	No	No
e) £190k Contract monitoring	No	No	No
f) £100k improved pathway planning for leaving care	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
Leaving Care Service – provides statutory case management for children who have been in local authority care and supports their transition to adulthood from the age of 16 to 21 and in some circumstances up to the age of 25. The service advises and assists the transition from care of a looked after young person with a view to promoting their welfare when they stop being looked after.
Saving proposal
<p>a) Shared housing – This saving is to ensure two of our current properties are fully occupied rather than placing these young adults in more expensive semi-independence provision – Saving £170k</p> <p>b) Increasing the capacity of the Supporting People Pathway, so that Care Leavers can be supported in this provision, as an alternative to higher cost semi-independence provision. This saving is built around using this less expensive accommodation – Saving £420k</p> <p>c) Access to public housing at 18 – When a Care Leavers turns 18 the service currently start to looking for alternative independent housing for the young person. This can take a number of months, during this period the young person remains in</p>

3. Description of service area and proposal

care and continues to be accommodated in higher cost accommodation. This saving proposal looks at starting the search for social housing prior to the young person turns 18, allowing them to leave care soon after their 18th Birthday in line with a young persons assessed needs– **Saving £50k**

- d) Claiming house benefit – This proposal involves the appointment of an officer to claim housing benefit on behalf of the young person – **Saving £270k**
- e) Contract monitoring – This proposal will look at tracking all residential and semi-independence provision to ensure that the agreed contract is being delivered or the costs of the contract is brought in line with the service and needs of the young person – **Saving £190k**
- f) Appointment of two Personal Advisors to support children this will allow an improved pathway planning & support for independence skills provision for leaving care and in turn reduce the costs of placements – **Saving £100k**

4. Impact and risks of proposal

Outline impact to service users, partners, other Council services and staff:

- a) Shared housing – No negative impact on young people or the service. Young people will be placed in this accommodation where it is deemed that this is appropriate for them.
- b) A greater number of young people will be passing through the Supporting People Pathway, but funding from Children’s Social Care will be used to expand the provision available and so this will not result in fewer units being available for non-Care Leavers.
- c) Children’s Social Care and Housing need to bring the work being done with the young person to find their own housing, prior to them turning 18, rather than after them turning 18. This will apply where it has been assessed as appropriate to the young person’s needs. This shouldn’t result in more work for the services, just work taking place at a different point in time.
- d) There will be no negative impact from this. It is money that should be already being claimed, but is not consistently, due to a lack of coordination and current capacity for this process.
- e) This should have a positive impact on the quality of provision and thus the quality of care and better achievement of outcomes for Looked After Children and Care Leavers. This will however result in additional work for the Service.
- f) This has a positive impact on the Leaving care Service and capacity to work with young people to move to independence at the earliest possible appropriate stage, simultaneously assisting with reduction of budget pressures.

Outline risks associated with proposal and mitigating actions:

- a) We will need to ensure that voids are avoided simultaneously to ensuring that the provision is in line with the young persons needs; levels of demand and systems of ongoing review would mitigate against property voids.
- b) No risks identified.

4. Impact and risks of proposal

c) Risk is developing a new process and legal and procedural barriers will need to be reviewed and navigated. Will be mitigated by this piece of work being progressed as a joint priority between Children's Social Care and Housing. Senior Management overview is in place.

d), e) and f) Additional capacity is needed to enable this to happen. Risk that this will not be available, is being mitigated by funding having been agreed and process underway to recruit a new Contract Officer post that will complete these 2 pieces of work. Approval has also been given for recruitment of the Personal Advisors. It is intended that improved provider management will ensure Housing Benefit is claimed, some additional business support may be required to kick start this.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	7,308	(0)	7,308	
Saving proposed:	2017/18 £'000	2018/19 £'000	2019/20 £'000	Total £'000
a) Shared housing	170	0	0	170
b) Supporting people in semi-independence provision with housing services	420			420
c) Access to public housing at 18	50			50
d) Claiming house benefit	270			270
e) Contract monitoring	190			190
f) - Improved pathway planning & support for independence skills provision for leaving care	0	100		100
Total	1,100	100	0	1,200
% of Net Budget	15%	1%	0%	16%
Does proposal impact on:	General Fund	DSG	HRA	Health
Yes / No	Yes	No	No	No

6. Alignment to Lewisham 2020 priorities

Main priority	Second priority	Lewisham 2020 priorities A. Strengthening community input B. Sharing services C. Digitisation D. Income generating E. Demand management
E	A	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
High	Low	

7. Impact on Corporate priorities

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7. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities
7	2	1. Community leadership and empowerment 2. Young people’s achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Positive	Positive	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
low	low	

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	No specific impact
	If impacting one or more wards specifically – which?

9. Service equalities impact for proposal Q6a			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	Medium	Pregnancy / Maternity:	N/A
Gender:	N/A	Marriage & Civil Partnerships:	N/A
Age:	Medium	Sexual orientation:	N/A
Disability:	N/A	Gender reassignment:	N/A
Religion / Belief:	Low	Overall:	Medium/Low

For any High impact service equality areas please explain why and what mitigations are proposed:

The aim is for the change to have a positive impact on disadvantaged young people leaving care. There is potential equalities impact on shared housing where residents have ‘nil recourse to public funds,’ and cannot access state benefits, as such this proposal will need to be subject to ongoing equalities review in line with young people resident within the accommodation.

9 Service equalities impact for proposals Qb-f			
Is a full service equalities impact assessment required: Yes / No			No
Gender:	N/A	Marriage & Civil Partnerships:	N/A
Age:	Medium	Sexual orientation:	N/A
Disability:	N/A	Gender reassignment:	N/A
Religion / Belief:	N/A	Overall:	Low
For any High impact service equality areas please explain why and what mitigations are proposed:			
The aim is for the change to have a positive impact on disadvantaged young people.			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact

Will this saving proposal have an impact on employees: Yes / No

No

11. Legal implications

State any specific legal implications relating to this proposal:

Children (Leaving Care) Act 2000:

This act amends the Children Act 1989 by replacing provisions in section 24 on after care of children looked after by local Authorities. It also created new duties in relation to planning for Children whose status as looked after children will be ending. Pathway plans, personal advisers, eligible children and relevant children: these comprise the new language of provisions for Children leaving the care system.

An 'eligible child' is one aged 16 or 17, who has been looked after by a local authority for a period (prescribed under the regulations as 13 weeks), or periods amounting in all to that period, which began after he/she reached 14 years of age and ended after he/she reached the age of 16. It is the duty of the local authority looking after an eligible child to advise, assist and befriend him/her with a view to promoting his/her welfare when they have ceased to look after him/her.

For each eligible child, the local authority shall carry out an assessment of his/her needs with a view to determining what advice, assistance and support it would be appropriate for them to provide while they are still looking after him, and after they cease to look after him/her, and shall then prepare a pathway plan for him/her.

The plan has to be kept under regular review. A local authority shall arrange for the child to have a personal adviser

12. Summary timetable

Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:

Month	Activity
July 2016	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
August / September 2016	Proposals submitted to Scrutiny committees leading to M&C on 28 September
October 2016	Consultations ongoing
November 2016	Consultations ongoing and (full decision) reports returned to Scrutiny for review
December 2016	Consultations returned to Scrutiny for review leading to M&C for decision on 7 December
January 2017	Transition work ongoing
February 2017	Transition work ongoing and budget set 22 February
March 2017	Savings implemented

APPENDICES i –vi 2017/18 SAVINGS PROPOSAL PROFORMAS

1. Savings Proposal	
Proposal Title:	Review of Lewisham CAMHS
Reference:	Q7
LFP Work Strand:	Safeguarding & Early Intervention
Directorate:	Children & Young People
Head of Service:	Warwick Tomsett
Service/Team Area:	Joint Commissioning
Cabinet Portfolio:	Children and Young People
Scrutiny Ctte(s):	Children and Young People / Healthier

2. Decision Route			
Saving Proposed:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
a) £194k Improve the access pathway for child and adolescent mental health services	Yes	No	No
b) £50k Further integration of mental health services for looked after children	Yes	No	No

3. Description Of Service Area And Proposals
Description of the service area (functions and activities) being reviewed:
<p>Service configuration</p> <ul style="list-style-type: none"> ▪ Child and adolescent mental health services (CAMHS) in Lewisham are divided into specialist community and tertiary inpatient/outpatient services ▪ There are eight teams within the specialist community service, which cover: <ul style="list-style-type: none"> ○ Generic support for significant mental health issues/access into CAMHS ○ Children and young people involved with the Youth Offending Service ○ Children and young people who are looked after (LAC) ○ Children and young people with disabilities ○ Children and young people with severe and enduring mental health issues ▪ These savings proposals focus on the four teams providing generic support to young people (East and West Clinic teams) and specific support to looked after children (SYMBOL and the Virtual School for CAMHS) <p>Commissioning</p> <ul style="list-style-type: none"> ▪ Lewisham CAMHS (excluding inpatient and some outpatient services) is commissioned by the Joint Commissioning team on behalf of both NHS Lewisham Clinical Commissioning Group (CCG) and the London Borough of Lewisham. Services are delivered by South London & Maudsley (SLAM) NHS Foundation Trust <p>Funding</p> <ul style="list-style-type: none"> ▪ The total funding for CAMHS is £4.286m, broken down as follows: <ul style="list-style-type: none"> ○ Local authority contribution – £1.008m ○ CCG contribution – £2.775m ○ Other funding (e.g. DoH, DSG, Pupil Premium Grant) – £503k

3. Description Of Service Area And Proposals

Provision

- CAMHS services are limited and can only be accessed by young people who exceed certain thresholds for risk and need. However, CAMHS provision is one element of a broader range of support available to meet the emotional and mental health needs of children and young people – other provision includes schools-based counselling and mental health & wellbeing services delivered by local voluntary and community organisations

Context

Strategic approach

- *Lewisham's Mental Health & Emotional Wellbeing Strategy* – this strategy sets out our vision and priorities for young people's mental health provision across the borough:
 - Create better, clearer and more responsive care pathways to enable improved access into appropriate services
 - Invest in evidence-based training and practice to ensure earlier identification and improved support
 - Embed resilient practice in community settings, where we will create a young person population that is better able to cope when faced with adversity
 - Increase awareness of mental health and emotional wellbeing and provide guidance regarding where to go for support

Issues

- *Funding* – Lewisham needs to identify £45m of savings to be delivered by 2019/20, in addition to savings of over £120m already achieved since 2010. Over this period, no savings have been taken from the c.£1m local authority contribution to CAMHS
- *Rising complexity of cases* – clinicians (particularly those within the two generic teams) have reported that presenting need is increasing in terms of severity, meaning that capacity is stretched across the current service
- *Performance* – levels of rejected referrals (39% overall), waiting times (approximately 13-14 weeks), intervention length and intensity (average length of intervention is 9 appointments over fifty-four weeks) and DNA rates (12% across the service)¹
- *Pathways* – pathways are not always consistent across community provision and CAMHS clinical services, plus thresholds between the two are not well understood (a high number of rejected referrals are inappropriate and, in many cases, children and families are being signposted to universal services who are not equipped to deal with this level of need)

Opportunities

- *CAMHS transformation* – annual CCG funding over four years (until 2019/20) to transform the way in which child and adolescent mental health services are delivered locally. There is a particular focus on crisis care, eating disorders and reshaping services in line with the national 'Future in Mind' recommendations

Saving proposals

These savings proposals should be regarded as an opportunity for positive change, enabling us to reshape part of the current CAMHS service (supported by CAMHS transformation funding) in order to deliver a more integrated and streamlined clinical

¹ Based on Lewisham CAMHS Q4 data (2015/16)

3. Description Of Service Area And Proposals

function which embeds outreach and consultation within community-based settings and services, meeting the needs of children and young people more effectively.

Proposal 1 – Improve the access pathway for child and adolescent mental health services

- *Focus of proposal*
 - Phase 1 – we will enable greater alignment of the two generic teams which provide a route into CAMHS by merging operational management. Alongside this, we will integrate the crisis care team within the generic function, providing additional resources to assess all emergency presentations via A&E, all urgent presentations via schools, police, children’s social care & GPs and undertake seven day follow-ups
 - Phase 2 – we will implement the Choice & Partnership Approach (CAPA) across the service. The CAPA model was developed specifically for CAMHS services and, based on its implementation in other areas (including Greenwich), we anticipate that it will significantly improve the flow of cases, reduce the overall treatment time and increase the speed from referral to treatment. This will be supported by technical and process redesign across the generic function, plus a reduction in non-core functions

- *Wider redesign activity (supported by CAMHS transformation funding)* – we intend to further enhance the access pathway for children and young people through the development of a blended online/face-to-face triage and clinical support model (see report for further detail) and by establishing CAMHS outreach support in the community, which will combine consultation training and short term interventions

- *Delivery of savings*
 - Phase 1 – we anticipate that savings of £44k could be achieved in 2017/18 through the merger of operational management. However, given the existing demand and capacity issues within the two generic teams, making further savings in this phase would present a potential clinical risk
 - Phase 2 – the implementation of the CAPA model will take place during 2017/18 (using CAMHS transformation funding to support programme and change management). The expected reduction in demand as a result of improvements to the access pathway as well as increased capacity following the CAPA implementation (plus wider redesign activity) and integration of the crisis care team should enable us to achieve savings of £150k during 2018/19 and 2019/20.

The local authority contribution to the generic CAMHS teams is £224k, so delivering savings of c.£194k would effectively mean that Lewisham no longer funded this part of the service. We are not proposing any savings to the CCG contribution at this stage as there would be a significant impact on the sustainability of the service, (as well as increased pressure on adult mental health services) if these savings were delivered over the same period. Given that the CCG contribution in this area has increased as a result of CAMHS transformation funding and the new access pathway should improve capacity and demand management, we will consider whether any further savings are viable after 2019/20.

Proposal 2 – Further integration of mental health services for looked after

3. Description Of Service Area And Proposals

children

- *Focus of proposal* – the Lewisham Virtual School has collaborated with CAMHS to pilot an integrated mental health outreach service (funded via the Pupil Premium Grant) which supports Lewisham looked after children and improves their readiness to learn. Given the success of this new approach, we intend to integrate the outreach service with the CAMHS SYMBOL service (which provides more traditional, clinic-based support for looked after children), blending outreach and clinic-based support within a graduated model. This will increase the speed of response for the most vulnerable children and young people whilst ensuring that we maximise opportunities to see them in the most appropriate environment
- *Delivery of savings* – we will work closely with CAMHS and the Lewisham Virtual School to develop and implement a new model at a lower cost by April 2017 (releasing savings of £50k, equivalent to one clinical post). To support the implementation of the new delivery model (particularly the outreach element), we will fund a CAMHS Practitioner post via the Pupil Premium Grant

4. Impact And Risks Of Proposals

Outline impact to service users, partners, other Council services and staff:

Proposal 1 – Improve the access pathway for child and adolescent mental health services

- The proposed model offers a more coherent and consistent pathway for children and young people accessing mental health services, ensuring that there is better integration between community provision and CAMHS clinical services
- Although there will be a reduction in clinical staff within the generic function, the CAPA approach will enable the service to manage demand & capacity more effectively and respond flexibly to clinical pressures

Proposal 2 – Further integration of mental health services for looked after children

- The outreach approach will enable better promotion of resilience, prevention and early intervention whilst the blended model will deliver a more tailored intervention based on individual need

Outline risks associated with proposals and mitigating actions:

Proposal 1 – Improve the access pathway for child and adolescent mental health services

- *The complexity of cases within the generic function continues to rapidly increase over the next few years* – although it is difficult to accurately predict demand, the proposed redesign of the access pathway (including the development of a blended online/face-to-face triage model) and the implementation of CAPA should ensure that the service is better equipped to manage such pressures in the longer-term. These new approaches will be regularly reviewed in order to inform future practice
- *Implementation of the CAPA model takes longer than anticipated* – evidence from other areas suggests that an implementation timeframe of a year (to

4. Impact And Risks Of Proposals

develop and deliver the new way of working) is realistic, but this will require effective programme and change management as well as buy-in from the service (who are keen to implement the CAPA model). Additional resources will also be allocated to CAMHS in order to eliminate waiting lists prior to the CAPA implementation (to enable a quicker transition process)

- *Implementation of the CAPA model does not release sufficient capacity to deliver the proposed savings* – further modelling will be undertaken with the service to ensure that the figures identified are robust, but the core focus of the implementation will need to be achieving cashable savings (alongside process efficiencies)
- *CAMHS transformation funding ends in 2020/21* – funding is not confirmed beyond this point, so clear transition and contingency measures will need to be in place

Proposal 2 – Further integration of mental health services for looked after children

- *The needs of high risk children and young people are not met* – the proposed model will continue to provide clinic-based support where required, based on an assessment of individual need
- *The proposed model will be less efficient as fewer children and young people can be seen via an outreach approach* – the outreach approach is not intended to simply replicate clinic-based appointments in a local setting, but to provide more tailored support through a number of different routes, including more collaborative working with other services (such as schools & community organisations) and alternative ways of engaging children and young people (e.g. online provision)
- *Funding from the Pupil Premium Grant is not available beyond 2017/18* – we will need to develop a clear business case for future funding (including how it supports the new service model and delivery of improved outcomes for vulnerable young people)

5. Financial Information

Controllable Budget:	Spend £'000	Income £'000	Net Budget £'000	
General Fund (GF)	£1,008	£0	£1,008	
Saving proposed:	2017/18 £'000	2018/19 £'000	2019/20 £'000	Total £'000
Improve the access pathway for child and adolescent mental health services	44	50	100	194
Further integration of mental health services for looked after children	50	0	0	50
Total	94	50	100	244
% of Net Budget	9%	5%	10%	24% (7% of overall CAMHS funding)
Does proposal	General	DSG	HRA	Health

APPENDICES i –vi 2017/18 SAVINGS PROPOSAL PROFORMAS

5. Financial Information				
impact on: Yes / No	Fund			
	Yes	No	No	No

6. Alignment To Lewisham 2020 Priorities		
Main Priority	Second Priority	Lewisham 2020 priorities
E (Demand management)	A (Strengthening community input)	A. Strengthening community input B. Sharing services C. Digitisation D. Income generating E. Demand management
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
High	High	

7. Impact On Corporate Priorities		
Main Priority	Second Priority	Corporate priorities
7 (Protection of children)	2 (Young people’s achievement and involvement)	1. Community leadership and empowerment 2. Young people’s achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Positive	Positive	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
High/Medium	High/Medium	

8. Ward Impact	
Geographical Impact By Ward:	No specific impact / specific impact in one or more
	No specific impact
	If impacting one or more wards specifically – which?

9. Service Equalities Impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	Low	Pregnancy / Maternity:	n/a
Gender:	Low	Marriage & Civil Partnerships:	n/a
Age:	Medium	Sexual Orientation:	Low
Disability:	Medium	Gender Reassignment:	Low
Religion / Belief:	Low	Overall:	Medium / Low

For any high impact service equality areas, please explain why and what mitigations are proposed:

The CAMHS service supports children and young people with mental health needs, so it is likely that there will be a greater impact on specific protected characteristics like age and disability.

9. Service Equalities Impact

Is a full service equalities impact assessment required: Yes / No	Yes
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10. Human Resources Impact

Will this saving proposal have an impact on employees: Yes / No	No (NHS staff)
-----------------------------------------------------------------	-------------------

11. Legal Implications

State any specific legal implications relating to this proposal:

See report attached

12. Summary Timetable

Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
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Month	Activity
July 2016	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
August / September 2016	Proposals submitted to Scrutiny committees leading to M&C on 28 September
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November 2016	Consultations ongoing and (full decision) reports returned to Scrutiny for review
December 2016	Consultations returned to Scrutiny for review leading to M&C for decision on 7 December
January 2017	Transition work ongoing
February 2017	Transition work ongoing and budget set 22 February
March 2017	Savings implemented

MAYOR AND CABINET		
Report Title:	Review Of Lewisham CAMHS	
Key decision:	Yes	Item No:
Ward:	All	
Contributors:	Executive Director (Children & Young People) Head of Targeted Services & Joint Commissioning (Children & Young People)	
Class:	Part 1	Date: 28 September 2016

1. SUMMARY

- 1.1. Child and adolescent mental health services (CAMHS) in Lewisham are commissioned by the CYP Joint Commissioning team on behalf of both the NHS Lewisham Clinical Commissioning Group (CCG) and Lewisham Council. The specialist community teams provide generic and more specialised clinical support to young people across the borough, including looked after children and those involved with the criminal justice system. The total funding for CAMHS is £4.286m, of which £3.783m is a block grant from the local authority and CCG (who contribute £1.008m and £2.775m respectively).
- 1.2. CAMHS provision is one element of a broader range of support available to meet the emotional and mental health needs of children and young people – other provision includes schools-based counselling and mental health & wellbeing services delivered by local voluntary and community organisations. In addition, officers are currently planning how the remaining funding for the HeadStart programme can be used to sustain its legacy, focusing on four key strands – digital technology, peer support for young people & parents and workforce development.
- 1.3. This report describes the key issues which have driven the development of the CAMHS savings proposals, such as the increasing complexity of need, inconsistent performance across the service and the lack of clear, well-established pathways. However, there are a number of opportunities relating to the provision of mental health services for children and young people, including the availability of CAMHS transformation funding and the ability to deliver the local vision and priorities outlined in Lewisham’s Mental Health & Emotional Wellbeing Strategy.
- 1.4. There are two specific savings proposals presented in the report, which focus on improving the access pathway for child and adolescent mental health services and further integrating mental health services for looked after children. It is anticipated that these proposals will deliver savings of £244k over three years (2017/18 to 2019/20), which represents a 19.2% reduction in the local authority contribution to the CAMHS block (and a 4.5% decrease in the overall funding for CAMHS).

2. PURPOSE

- 2.1. The purpose of this report is to present savings proposals for Lewisham CAMHS and outline the wider operational, strategic and policy context in which these proposals were developed.

3. RECOMMENDATIONS

- 3.1. Mayor & Cabinet are recommended to:

- Note the current issues, opportunities for change and strategic drivers which have informed the development of the CAMHS savings proposals (outlined in section 6)
- Note the detail of the savings proposals presented in sections 8 and 9 (including potential impacts, risks and mitigating actions)
- Agree to the implementation of the savings proposals

4. POLICY CONTEXT

National policy context

- 4.1. In March 2015, NHS England (NHSE) published ‘Future in Mind’ as part of a national drive to improve capacity and capability in the delivery of mental health services for children. This report provides a broad set of recommendations across five key themes:

- Promoting resilience, prevention and early intervention
- Improving access to effective support – a system without tiers
- Care for the most vulnerable
- Accountability and transparency
- Developing the workforce

Statutory framework

- 4.2. Commissioned services for children and young people operate within the legislative frameworks of the Children Act 2004 and the Mental Health Act 1983, as amended by the Mental Health Act 2007.
- 4.3. Clinical provision should be informed by evidence based practice including National Institute for Health and Care Excellence (NICE) and other best practice guidelines.

Local policy context

- 4.4. The recommendations in this report are consistent with the Council’s strategic priorities, in particular:

- **Young People’s Achievement and Involvement** – raising educational attainment and improving facilities for young people through partnership working
 - **Protection of Children** – better safeguarding and joined up services for children at risk
 - **Community Leadership and Empowerment** – developing opportunities for the active participation and engagement of people in the life of the community
 - **Inspiring Efficiency, Effectiveness and Equity** – ensuring efficiency, effectiveness and equity in the delivery of excellent services to meet the needs of the community
- 4.5. It is also in line with the strategic priorities outlined in Lewisham’s Sustainable Community Strategy 2008-2020, specifically:
- **Ambitious and achieving** – inspire our young people to achieve their full potential by removing barriers to learning
- 4.6. In addition, Lewisham’s Children and Young People Plan (CYPP) 2015-18 establishes how partner agencies will continue to work together to improve those outcomes that will make significant improvements to the life-chances of our children and young people. It identifies four priority areas:
- **Build resilience** – we want our children and young people to be resilient, knowing when and where to go for help and support when faced with challenges and adversities as they arise. We also want our parents and workforce to be equipped to identify and respond to presenting needs amongst children and young people, intervening early and preventing escalation wherever possible
 - **Be healthy and active** – we want our children, young people and their families to be healthy and active, confident and able to make healthy lifestyle choices and to have an understanding of how this can improve their development and wellbeing
 - **Raise achievement and attainment** – we want our children and young people to achieve highly, supported by the best education, employment and training opportunities
 - **Stay safe** – as a partnership we will support the right of every child to live in a safe and secure environment, free from abuse, neglect and harm
- 4.7. Lewisham’s Mental Health & Emotional Wellbeing Strategy sets out the vision and priorities for young people’s mental health provision across the borough, aligned to the national policy context:
- Create better, clearer and more responsive care pathways to enable improved access to appropriate services
 - Invest in evidence-based training and practice to ensure earlier identification and improved support
 - Embed resilient practice in community settings, where we will create a young person population that is better able to cope when faced with adversity
 - Increase awareness of mental health and emotional wellbeing and provide guidance regarding where to go for support

5. OVERVIEW OF CURRENT PROVISION

Service configuration

- 5.1. CAMHS in Lewisham is divided into specialist community and tertiary inpatient/outpatient services. The specialist community service is provided by eight teams, which are grouped thematically below:

Generic ‘front door’

- *West Clinic Team/East Clinic Team* – generic teams covering the whole borough which support young people up to the age of 18 who have significant mental health problems (providing a ‘front door’ for the wider CAMHS service)

Children and young people involved with the Youth Offending Service (YOS)

- *Adolescent Resource & Therapy Service (ARTS)* – supporting young people up to the age of 18 who have offended or are at risk of offending and have mental health problems
- *Functional Family Therapy (FFT) Team* – an evidence-based family therapy intervention targeted at families who have a young person engaging in persistent anti-social behaviour, youth offending and/or substance misuse

Children and young people who are looked after (LAC)

- *Symbol Team* – supporting young people up to the age of 21 who have been in care or will remain in care for the foreseeable future
- *Virtual School for CAMHS* – The Lewisham Virtual School (LVS) has collaborated with CAMHS to design an integrated mental health outreach service to support Lewisham looked after children to improve their readiness to learn

Children and young people with disabilities

- *Neurodevelopmental Team* – supporting young people up to the age of 18 with a diagnosed moderate to severe learning disability and/or a complex neuro-developmental disorder e.g. autistic spectrum disorders

Children and young people with severe and enduring mental health issues

- *Lewisham Young People’s Service (LYPS)* – supporting young people up to the age of 18 with severe mental illness or acute problems, including psychosis, repeated self-harm, personality disorder and acute depression

- 5.2. The savings proposals presented in this report focus on those teams providing generic support to young people and specific support to looked after children.

Commissioning

- 5.3. Lewisham CAMHS (excluding inpatient and some outpatient services) is commissioned by the CYP Joint Commissioning team on behalf of both NHS Lewisham Clinical Commissioning Group (CCG) and Lewisham Council. Services are delivered by South London & Maudsley (SLAM) NHS Foundation Trust.

Provision

- 5.4. CAMHS services are limited and can only be accessed by young people who exceed certain thresholds for risk and need. However, CAMHS provision is one element of a broader range of support available to meet the emotional and mental health needs of children and young people – other provision includes schools-based counselling and mental health & wellbeing services delivered by local voluntary and community organisations (see section 6).

Funding

- 5.5. The total funding for CAMHS services in Lewisham is £4.286m, broken down as follows:

Funding Stream	Block Grant		University Hospital Lewisham (UHL)	Department Of Health (DoH)	Ministry Of Justice (Moj)	DSG/Pupil Premium Grant	TOTAL
	LA Contribution	CCG Contribution					
Specialist Community Services	£1.008m	£2.775m	£52k	£45k	£170k	£236k	£4.286m

- 5.6. It should be noted that the CAMHS savings proposals represent a reduction in the local authority contribution to the block grant only (£1.008m) – the CCG contribution is not affected.

- 5.7. The table below outlines how local authority contributions to the CAMHS block grant differ across boroughs:

Local Authority	LA Contribution	CCG Contribution	Total Block Grant	LA Contribution As % Of Total Block Grant
Bexley	£329k	£1.636m	£1.965m	17%
Greenwich	£1.084m	£3.185m	£4.269m	25%
Lambeth	£926k	£2.741m	£3.667m	25%
Lewisham	£1.008m	£2.775m	£3.783m	27%
Newham	£1.379m	£2.331m	£3.710m	37%
Southwark	£738k	£3.763m	£4.501m	16%

- 5.8. Lewisham currently has a higher proportion of local authority funding than the other boroughs (except for Newham), although these figures should be treated as indicative only (given that CAMHS services are not directly comparable).

6. DRIVERS FOR CHANGEIssues

- 6.1. There are a range of issues which have driven the development of the CAMHS savings proposals:

Funding

- 6.2. Lewisham needs to identify £45m of savings to be delivered by 2019/20, in addition to the savings of over £120m already achieved since 2010. Over this period, no savings have been taken from the c.£1m local authority contribution to CAMHS. However, the continued reduction in central government funding requires the Council to make difficult decisions about how services (including those provided to vulnerable adults and children) are delivered in future.

Need and demand

- 6.3. 10% of school age children in Lewisham suffer from a diagnosable mental health illness, with the most common problems being conduct disorders, attention deficit hyperactivity disorder (ADHD), emotional disorders (anxiety and depression) and autism spectrum disorders (ASD).² Approximately 2% of young people in Lewisham are currently on the CAMHS caseload.
- 6.4. Although the number of referrals to CAMHS have not increased significantly over the past three years, clinicians (particularly those within the two generic teams) have reported that presenting need is increasing in terms of severity, meaning that capacity is stretched across the current service (see Appendix A for an overview of referral data).

Performance

- 6.5. There are high levels of rejected referrals across the service (40%) and waiting times for assessment are approximately 13 weeks. In addition, the average length of intervention is currently nine appointments over 54 weeks whilst 'Did Not Attend' (DNA) rates across the service are 12% (see Appendix B for a breakdown of performance data).

Pathways

- 6.6. Pathways are not always consistent across local community provision and CAMHS clinical services, plus thresholds between the two are not well understood (a high number of rejected referrals are inappropriate and, in many cases, children and families are being signposted to other services who are not equipped to deal with this level of need).

Opportunities

- 6.7. Alongside the issues identified above, there are a number of opportunities relating to the provision of mental health services for children and young people:

² Lewisham Child & Teenage Health Profile 2015

CAMHS transformation funding

- 6.8. The CCG has been awarded annual CAMHS transformation funding over four years (until 2019/20) to transform the way in which child and adolescent mental health services are delivered locally. There is a particular focus on crisis care, eating disorders and reshaping services in line with the national 'Future in Mind' recommendations. This funding will enable the Council to take an 'invest to save' approach in relation to CAMHS, rather than simply reducing provision (as reflected in the savings proposals presented in this report).

Delivering the local vision

- 6.9. These savings proposals should be regarded as an opportunity for positive change, enabling the Council to reshape part of the current CAMHS service in line with the local vision and priorities for young people's mental health provision (as described in section 4.6). The proposals will deliver a more integrated and streamlined clinical function where service users can step-up and step-down between universal, targeted and specialist provision according to their needs. Resources will be refocused from crisis intervention to prevention, with resilient practice embedded in community settings in order to meet the needs of children and young people more effectively.

Wider support for mental health needs

- 6.10. The HeadStart programme is funded by the Big Lottery and aims to build the emotional resilience of young people in the key 10-16 age group, before issues develop into more serious mental health problems in later life.
- 6.11. The HeadStart Lewisham partnership is led by the Council and includes NHS services, young people, voluntary and community organisations and schools. Its activity is underpinned by three key principles:
- **Asset, not deficit based** – starting with what is good and building on that as a way to work through adversity
 - **Resilience focused** – empowering children, young people and families to respond proactively and take ownership of the things that are troubling them
 - **Ecological** – drawing in all the places and people who can be sources of support to create a network which speaks a common language with common goals
- 6.12. Although the partnership was not successful in securing funding for a third phase of work, officers are currently planning how the remaining funding can be used to sustain the legacy of the programme across four key strands:
- **Digital technology** – developing a blended online/face-to-face triage and clinical support model embedded within the CAMHS pathway (utilising Kooth.com and Work It Out Lewisham)
 - **Peer support for young people** – establishing a network of peer mentors to guide young people to 'self-help' digital tools or universal services (delivered by Youth First digital support and peer mentoring schemes, Kooth Ambassadors and schools-based peer mentors)

- **Peer support for parents** – establishing a network of parent peer supporters to guide parents and carers to ‘self-help’ digital tools or universal services (delivered by Young Minds Peer Support and Perinatal Peer Supporters)
- **Workforce development** – ensuring that the workforce is adequately trained to identify signs of difficulty and has the confidence to support and guide young people to other services as appropriate (embedding Mental Health First Aid and the Academic Resilience Approach in schools)

6.13. The digital technology strand will build on the existing Kooth.com platform, which currently provides confidential online counselling (delivered by British Association for Counselling & Psychotherapy accredited counsellors) and 24/7 peer support for Lewisham young people aged 10 to 18. Between January and March 2016, there were 336 young people using Kooth, who participated in nearly 120 chat sessions and sent over 800 messages. The average user score for the platform during this period (based on the likelihood of users continuing to access support from Kooth and recommending it to friends) was 4.5 out of 5.

7. DEVELOPMENT OF CAMHS SAVINGS PROPOSALS

7.1. As part of the development process for these savings proposals, a detailed review of the current CAMHS offer was undertaken, involving:

- Analysis of current finances across the service, including a comprehensive breakdown of workforce capacity and skill mix
- Process and customer journey mapping
- Review of best practice from other areas

7.2. Officers have worked closely with CAMHS staff and managers to develop and refine the proposals as well as ensure that their potential impact on the service and its users are fully understood.

8. PROPOSAL 1 – IMPROVE THE ACCESS PATHWAY FOR CHILD & ADOLESCENT MENTAL HEALTH SERVICES

Focus of proposal

8.1. This proposal will be delivered in two phases:

- The first phase will enable greater alignment of the two generic teams which provide a route into CAMHS by merging operational management. Alongside this, the crisis care team will be integrated within the generic function, providing additional resources to assess all emergency presentations via A&E, assess all urgent presentations via schools, police, children’s social care & GPs and undertake seven day follow-ups
- In the second phase, the Choice & Partnership Approach (CAPA) will be implemented across the service. The CAPA model was developed specifically for CAMHS services and, based on its implementation in other areas (including Greenwich), it is expected to significantly improve the flow of cases, reduce the overall treatment time and increase the speed from referral to treatment. This will be supported by technical and process redesign across the generic teams, plus a reduction in non-core functions

- 8.2. As part of wider redesign activity supported by CAMHS transformation funding, the access pathway for children and young people will be further enhanced through the development of a blended online/face-to-face triage and clinical support model (see section 6) and by establishing CAMHS outreach support in the community, which will combine consultation training and short term interventions.

Delivery of savings

- 8.3. Savings of £44k are proposed for 2017/18 through the merger of operational management. However, given the existing demand and capacity issues within the two generic teams, making further savings in this phase would present a potential clinical risk.
- 8.4. The implementation of the CAPA model will take place during 2017/18 (using CAMHS transformation funding to support programme and change management). The expected reduction in demand as a result of improvements to the access pathway as well as increased capacity following the CAPA implementation (plus wider redesign activity) and integration of the crisis care team should deliver savings of £150k during 2018/19 and 2019/20 (see Appendix C for detailed modelling).
- 8.5. The local authority contribution to the generic CAMHS teams is £224k, so delivering savings of c.£194k would effectively mean that Lewisham no longer funded this part of the service. Savings to the CCG contribution are not being proposed at this stage as there would be a significant impact on the sustainability of the service (as well as increased pressure on adult mental health services) if these savings were delivered over the same period. Given that the CCG contribution in this area has increased as a result of CAMHS transformation funding and the new access pathway should improve capacity and demand management, officers will consider whether any further savings are viable after 2019/20.

Impact

- 8.6. The proposed model offers a more coherent and consistent pathway for children and young people accessing mental health services, ensuring that there is better integration between community provision and CAMHS clinical services
- 8.7. Although there will be a reduction in clinical staff within the generic function, the CAPA approach will enable the service to manage demand and capacity more effectively and respond flexibly to clinical pressures

Risks

- 8.8. The key risks and potential mitigating activities for this proposal are outlined below:
- *The complexity of cases within the generic function continues to rapidly increase over the next few years – although it is difficult to accurately predict*

demand, the proposed redesign of the access pathway (including the development of a blended online/face-to-face triage model) and the implementation of CAPA should ensure that the service is better equipped to manage such pressures in the longer-term. These new approaches will be regularly reviewed in order to inform future practice

- *Implementation of the CAPA model takes longer than anticipated* – evidence from other areas suggests that an implementation timeframe of a year (to develop and deliver the new way of working) is realistic, but this will require effective programme and change management as well as buy-in from the service (who are keen to implement the CAPA model). Additional resources will also be allocated to CAMHS in order to eliminate waiting lists prior to the CAPA implementation (to enable a quicker transition process)
- *Implementation of the CAPA model does not release sufficient capacity to deliver the proposed savings* – further modelling will be undertaken with the service to ensure that the figures identified are robust, but the core focus of the implementation will need to be achieving cashable savings (alongside process efficiencies)
- *CAMHS transformation funding ends in 2020/21* – funding is not confirmed beyond this point, so clear transition and contingency measures will need to be in place
- *Cost Improvement Programme (CIP) savings set by the NHS affect the ability of the service to deliver this proposal* – to date, CIP savings have resulted in a year-on-year budget reduction for Lewisham CAMHS (averaging 3.9% between 2011/12 and 2016/17). In order to minimise their impact, any further savings required will need to be aligned to the proposals set out in this report and developed in conjunction with commissioners

9. PROPOSAL 2 – FURTHER INTEGRATION OF MENTAL HEALTH SERVICES FOR LOOKED AFTER CHILDREN

Focus of proposal

- 9.1. The Lewisham Virtual School has collaborated with CAMHS to pilot an integrated mental health outreach service (funded via the Pupil Premium Grant) which supports Lewisham looked after children and improves their readiness to learn. Given the success of this new approach, it is intended to integrate the outreach service with the CAMHS SYMBOL service (which provides more traditional, clinic-based support for looked after children), blending outreach and clinic-based support within a graduated model. This will increase the speed of response for the most vulnerable children and young people whilst ensuring that we maximise opportunities to see them in the most appropriate environment

Delivery of savings

- 9.2. Officers will work closely with CAMHS and the Lewisham Virtual School to develop and implement a new model at a lower cost by April 2017 (releasing savings of £50k). To support the implementation of the new delivery model (particularly the outreach element), a CAMHS Practitioner post will be funded via the Pupil Premium Grant

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Impact

- 9.3. The outreach approach will enable better promotion of resilience, prevention and early intervention whilst the blended model will deliver a more tailored intervention based on individual need

Risks

- 9.4. The key risks and potential mitigating activities for this proposal are outlined below:
- *The needs of high risk children and young people are not met* – the proposed model will continue to provide clinic-based support where required, based on an assessment of individual need
 - *The proposed model will be less efficient as fewer children and young people can be seen via an outreach approach* – the outreach approach is not intended to simply replicate clinic-based appointments in a local setting, but to provide more tailored support through a number of different routes, including more collaborative working with other services (such as schools & community organisations) and alternative ways of engaging children and young people (e.g. online provision)
 - *Funding from the Pupil Premium Grant is not available beyond 2017/18* – we will need to develop a clear business case for future funding (including how it supports the new service model and delivery of improved outcomes for vulnerable young people)

10. SUMMARY OF CAMHS SAVINGS PROPOSALS

- 10.1. The table below provides an overview of the savings proposals:

Saving Proposed	2017/18	2018/19	2019/20	Total
Improve the access pathway for child and adolescent mental health services	£44k	£50k	£100k	£194k
Further integration of mental health services for looked after children	£50k	£0k	£0k	£50k
Total	£94k	£50k	£100k	£244k

- 10.2. It should be noted that the £50k savings proposed for 2018/19 will be offset by funding from the Pupil Premium Grant. The total reduction in the local authority contribution to the CAMHS block grant is therefore £194k over three years, which represents a 19.2% decrease (and a 4.5% decrease in the overall funding for CAMHS).

11. NEXT STEPS

- 11.1. The table below outlines the high-level next steps:

Oct – Dec 2016	Refine proposals for sign-off
Jan – Mar 2017	Scoping and programme planning for CAPA implementation

	Develop new service delivery model for looked after children (LAC)
--	--------------------------------------------------------------------

11.2. A detailed plan of activity regarding the delivery of savings for 2018/19 and 2019/20 is currently being developed.

12. FINANCIAL IMPLICATIONS

Revenue Financial Implications

12.1. The revenue financial implications of the savings proposals for Lewisham CAMHS are dealt with in the main body of the report.

Capital Financial Implications

12.2. There are no capital financial implications associated with these proposals.

13. LEGAL IMPLICATIONS

13.1 Variations to a contract can be made where both parties agree to the variation. All changes must be recorded in writing and signed by both parties.

13.2 The changes proposed in this report will be monitored closely by officers to manage the risks highlighted.

13.2 The Equality Act 2010 (the Act) introduced a public sector equality duty (the equality duty or the duty). It covers the following protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

13.3 In summary, the Council must, in the exercise of its functions, have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- advance equality of opportunity between people who share a protected characteristic and those who do not.
- foster good relations between people who share a protected characteristic and those who do not.

13.4 It is not an absolute requirement to eliminate unlawful discrimination, harassment, victimisation or other prohibited conduct, or to promote equality of opportunity or foster good relations between persons who share a protected characteristic and those who do not. It is a duty to have due regard to the need to achieve the goals listed at 12.2 above.

13.5 The weight to be attached to the duty will be dependent on the nature of the decision and the circumstances in which it is made. This is a matter for the Mayor, bearing in mind the issues of relevance and proportionality. The Mayor must understand the impact or likely impact of the decision on those with protected characteristics who are potentially affected by the decision. The

extent of the duty will necessarily vary from case to case and due regard is such regard as is appropriate in all the circumstances.

13.6 The Equality and Human Rights Commission has issued Technical Guidance on the Public Sector Equality Duty and statutory guidance entitled “Equality Act 2010 Services, Public Functions & Associations Statutory Code of Practice”. The Council must have regard to the statutory code in so far as it relates to the duty and attention is drawn to Chapter 11 which deals particularly with the equality duty. The Technical Guidance also covers what public authorities should do to meet the duty. This includes steps that are legally required, as well as recommended actions. The guidance does not have statutory force but nonetheless regard should be had to it, as failure to do so without compelling reason would be of evidential value. The statutory code and the technical guidance can be found at: <https://www.equalityhumanrights.com/en/advice-and-guidance/equality-act-codes-practice>

<https://www.equalityhumanrights.com/en/advice-and-guidance/equality-act-technical-guidance>

13.7 The Equality and Human Rights Commission (EHRC) has previously issued five guides for public authorities in England giving advice on the equality duty:

- [The essential guide to the public sector equality duty](#)
- [Meeting the equality duty in policy and decision-making](#)
- [Engagement and the equality duty: A guide for public authorities](#)
- [Objectives and the equality duty. A guide for public authorities](#)
- [Equality Information and the Equality Duty: A Guide for Public Authorities](#)

13.8 The essential guide provides an overview of the equality duty requirements including the general equality duty, the specific duties and who they apply to. It covers what public authorities should do to meet the duty including steps that are legally required, as well as recommended actions. The other four documents provide more detailed guidance on key areas and advice on good practice. Further information and resources are available at: <https://www.equalityhumanrights.com/en/advice-and-guidance/public-sector-equality-duty-guidance#h1>

14. EQUALITIES IMPLICATIONS

14.1. A full EAA (see Appendix D) was undertaken to determine whether the savings proposals for Lewisham CAMHS were likely to have a positive, neutral or negative impact on different protected characteristics within the local community and to identify mitigating actions to address any disproportionately negative outcomes.

14.2. The overall assessment of available data and research, plus the findings from the consultation activity, found that the proposed changes did not discriminate, although certain groups (such as males, looked after children, those aged under 13 and those from a black or minority ethnic background) may be

disproportionately less likely to access support from mental health services which will need to be addressed in the detailed design and implementation of the proposals. As a result, no major amendments are required at this stage.

- 14.3. The EAA, including the Action Plan, will be reviewed regularly (every three months from April 2017) to ensure that equalities issues continue to be positively reflected in service delivery.

15. ENVIRONMENTAL IMPLICATIONS

- 15.1. There are no specific environmental implications arising from this report.

16. CRIME AND DISORDER IMPLICATIONS

- 16.1. There are no specific crime and disorder implications arising from this report.

17. CONCLUSION

- 17.1. Although part of the wider savings agenda, these proposals should be regarded as an opportunity for positive change, enabling the Council to reshape part of the current CAMHS service in order to deliver a more integrated, streamlined clinical function and refocus resources from crisis intervention to prevention, with resilient practice embedded in community settings
- 17.2. If there are any queries about this report, please contact Warwick Tomsett (Head of Targeted Services & Joint Commissioning) on extension 48362 or at warwick.tomsett@lewisham.gov.uk.

APPENDIX A – OVERVIEW OF REFERRAL DATATotal CAMHS referrals

2013/14	Q1	Q2	Q3	Q4	Total
Total Referrals	351	333	385	327	1396
Accepted Referrals	267	242	299	244	1052
% Accepted	76%	73%	78%	75%	75%

2014/15	Q1	Q2	Q3	Q4	Total
Total Referrals	346	355	317	297	1315
Accepted Referrals	230	249	193	180	852
% Accepted	66%	70%	61%	61%	65%

2015/16	Q1	Q2	Q3	Q4	Total
Total Referrals	345	307	364	298	1314
Accepted Referrals	219	188	236	179	822
% Accepted	63%	61.2%	64.8%	60.1%	62.6%

Referrals by team – West Clinic & East Clinic Teams (generic)

2015/16	Q1	Q2	Q3	Q4	Total
Total Referrals	223	217	233	183	856
Accepted Referrals	122	111	116	76	425
% Accepted	54.7%	51.2%	49.8%	41.5%	49.6%

Referrals by team – SYMBOL Team

2015/16	Q1	Q2	Q3	Q4	Total
Total Referrals	36	14	30	28	108
Accepted Referrals	25	12	28	26	91
% Accepted	69.4%	85.7%	93.3%	92.9%	84%

APPENDIX B – OVERVIEW OF PERFORMANCE DATA

N.B. Data for the West Clinic and East Clinic teams has been combined to give an overall figure for the generic function

Waiting times (reporting categories changed in Q3 so some measures are not available for previous quarters)

Total CAMHS

2015/16	Q1	Q2	Q3	Q4	Total*
Number Assessed	n/a	118	174	136	428
Average Waiting Time (Weeks)	n/a	n/a	14.5	13.29	13.9
Total Number Awaiting Assessment	n/a	357	270	410	1037

* Of available data

West Clinic & East Clinic Teams (generic)

2015/16	Q1	Q2	Q3	Q4	Total*
Number Assessed	n/a	77	93	37	207
Average Waiting Time (Weeks)	n/a	n/a	11.6	10.46	11
Total Number Awaiting Assessment	n/a	191	156	268	615

* Of available data

SYMBOL Team

2015/16	Q1	Q2	Q3	Q4	Total*
Number Assessed	n/a	8	20	18	46
Average Waiting Time (Weeks)	n/a	n/a	13.1	7.82	10.46
Total Number Awaiting Assessment	n/a	32	24	37	93

* Of available data

AppointmentsTotal CAMHS

2015/16	Q1	Q2	Q3	Q4	Total
Appointments Offered	3532	3133	3646	3837	14,148
% DNA	13%	15%	13%	12%	13%

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West Clinic & East Clinic Teams (generic)

2015/16	Q1	Q2	Q3	Q4	Total
Appointments Offered	1839	1576	1866	1878	7159
% DNA	16%	15%	13%	12%	14%

SYMBOL Team

2015/16	Q1	Q2	Q3	Q4	Total
Appointments Offered	333	370	365	421	1489
% DNA	14%	17%	20%	16%	17%

Intervention length

Total CAMHS

2015/16	Q1	Q2	Q3	Q4	Total
Average Number Of Sessions	10	11	9	9	9.8
Average Treatment Length (Weeks)	60	89	52	54	63.8

West Clinic & East Clinic Teams (generic)

2015/16	Q1	Q2	Q3	Q4	Total
Average Number Of Sessions	7	10.5	8.5	8	8.5
Average Treatment Length (Weeks)	50	80.5	53	51	58.6

SYMBOL Team

2015/16	Q1	Q2	Q3	Q4	Total
Average Number Of Sessions	28	18	17	11	18.5
Average Treatment Length (Weeks)	72	94	79	65	77.5

APPENDIX C – DETAILED MODELLING (PROPOSAL 1)

- The information below provides an overview of the work undertaken to identify savings for the second phase of Proposal 1:

Staffing numbers and costs (generic teams)

Team	FTE (Filled)	FTE (Vacant)	Total FTE
West Clinic Team	6.4	1	7.4
East Clinic Team	6.5	1	7.5
Total	12.9	2	14.9

- Although there are currently 14.9 FTEs across the two generic teams, the actual clinical capacity figure is lower as it excludes the ADHD specialist nurse (1 FTE) and non-clinical responsibilities held by the safeguarding lead (0.75 FTE) and three clinical leads (0.6 FTE overall)
- The total figure above also includes 0.5 FTE clinical time from each team manager. If operational management is merged (as proposed), then clinical capacity within the new role is likely to be reduced – the total staffing numbers across both teams prior to CAPA implementation would therefore be **12.55 FTE**

Staff	Basic Salary & On-Costs
Band 6 Clinician	£46k
Band 7 Clinician	£54k
Average	£50k

Modelling assumptions

- Individual caseload capacity following CAPA implementation (based on CAPA implementation by Greenwich CAMHS):
 - Minimum figure – 32 cases per clinician
 - Maximum figure – 36 cases per clinician
- In 2015/16, the total number of accepted referrals was 425 (based on an average acceptance rate of 49.6%)

Savings proposal

Proposal Outcome	Savings	Clinical Staff Available	Capacity For Accepted Referrals			Difference From Total Figure (2015/16)
			Minimum Caseload (32)	Maximum Caseload (36)	Average	
Release capacity equivalent to 1 FTE	£50k	11.55 FTE	370	415	393	-32
Release capacity equivalent to 2 FTEs	£100k	10.55 FTE	338	380	359	-66
Release capacity equivalent to 3 FTEs	£150k	9.55 FTE	306	344	325	-100

- The proposal to deliver savings of £150k (equivalent to a decrease of 3 FTEs over a two-year period) means that the generic teams will only have the capacity to manage approximately 325 accepted referrals per year, which

represents a reduction of 100 referrals at 2015/16 rates (although this projected figure does not reflect the impact of a more streamlined service model as a result of the CAPA implementation and wider process/technical redesign, which should partially offset any reduction in capacity)

- However, initial work has been undertaken with Xenzone (who provide the Kooth.com platform) to develop a blended online/face-to-face triage and clinical support model. It is intended that this model will routinely work with young people sitting at the interface of targeted and specialist CAMHS and those who have more complex specialist needs as part of an integrated support approach embedded within the CAMHS pathway
- Indicative modelling suggests that an average of 185 referrals currently received by Lewisham CAMHS (equivalent to 92 accepted referrals based on 2015/16 rates) could be appropriately offered support and intervention via the blended model. This would mean that demand at least equivalent to current levels (which have remained similar for the past three years) could still be managed within the wider CAMHS access pathway

APPENDIX D – EQUALITIES ANALYSIS ASSESSMENT FOR LEWISHAM CAMHS SAVINGS PROPOSALS

EQUALITY ANALYSIS ASSESSMENT (EAA)	
Name of Proposal	<ul style="list-style-type: none"> ▪ Review of Lewisham CAMHS
Lead Officer	<ul style="list-style-type: none"> ▪ Rosalind Jeffrey (CYP Commissioning Change Lead) ▪ Caroline Hirst (CYP Joint Commissioner – Mental Health)
Other Stakeholders	<ul style="list-style-type: none"> ▪ Lewisham CAMHS ▪ NHS Lewisham Clinical Commissioning Group (CCG)
Start Date Of EAA	<ul style="list-style-type: none"> ▪ June 2016
End Date Of EAA	<ul style="list-style-type: none"> ▪ September 2016
Step 1: Identify Why You Are Undertaking An Equality Analysis Assessment	
<p>Savings proposals for child and adolescent mental health services (CAMHS) in Lewisham totalling £244k over three years (2017/18 to 2019/20) are due to be presented to Mayor & Cabinet in September 2016. Given that these proposals will involve changes to the delivery of the service, it is necessary to undertake an Equality Analysis Assessment (EAA). This assessment will consider the effect of the proposed changes, analyse whether they are likely to have a positive, neutral or negative impact on different protected characteristics within the local community and identify mitigating actions to address any disproportionately negative impacts.</p>	
Step 2: Identify The Changes To Your Service	
<p>CAMHS in Lewisham is divided into specialist community and tertiary inpatient/outpatient services. The specialist community service is delivered by eight teams, but the savings proposals focus on those teams providing generic support to young people and dedicated support to looked after children:</p> <ul style="list-style-type: none"> ▪ <i>West Clinic Team/East Clinic Team</i> – generic teams covering the whole borough which support young people up to the age of 18 who have significant mental health problems (providing a ‘front door’ for the wider CAMHS service) ▪ <i>Symbol Team</i> – supporting young people up to the age of 21 who have been in care or will remain in care for the foreseeable future ▪ <i>Virtual School for CAMHS</i> – the Lewisham Virtual School (LVS) has collaborated with CAMHS to design an integrated mental health outreach service to support Lewisham looked after children to improve their readiness to learn <p>There are two specific proposals:</p> <ul style="list-style-type: none"> ▪ Proposal 1 – Improve the access pathway for child and adolescent mental health services (£194k) <ul style="list-style-type: none"> ○ <i>Phase 1 (2017/18)</i> – enable greater alignment of the two generic teams by merging operational management & integrating the crisis care team within the generic 	

- function to provide additional capacity for emergency/urgent presentations
 - *Phase 2 (2018/19 to 2019/20)* – implement the Choice & Partnership Approach (CAPA) across the service in order to improve the flow of cases, reduce the overall treatment time and increase the speed from referral to treatment
 - *Wider redesign activity* – further enhance the access pathway for children and young people by developing a blended online/face-to-face triage and clinical support model & delivering CAMHS outreach support in the community
- **Proposal 2 – Further integration of mental health services for looked after children (£50k)**
 - Integrate the mental health outreach service delivered by the Virtual School for CAMHS with the SYMBOL service, blending outreach and clinic-based support within a graduated model

Step 3: Assessment Of Data And Research

As part of the EAA process, a scoping exercise was undertaken to capture the initial assessment of the impact that the proposed changes to the CAMHS service may potentially have on the eight relevant protected characteristics. The outcome is summarised on the grid below:

PROTECTED CHARACTERISTIC	PROPOSAL 1			PROPOSAL 2		
	High Impact	Medium Impact	Low Impact	High Impact	Medium Impact	Low Impact
Disability	X			X		
Age	X			X		
Gender		X			X	
Ethnicity		X			X	
Sexual Orientation			X			X
Religion Or Belief			X			X
Gender Reassignment			X			X
Pregnancy & Maternity			X			X
Marriage & Civil Partnerships			X			X

From this scoping exercise, it is possible to observe that the protected characteristics most likely to be disproportionately affected by the savings proposals are disability and age, plus gender and ethnicity to a lesser extent. Local and national data (including the 2011 Census and information from the Office of National Statistics) for these protected characteristics has been analysed below:

Disability

- 10% of school age children in Lewisham suffer from a diagnosable mental health illness, which is in line with the national average³. The most common problems are conduct

³ However, a recent survey by Healthwatch Bromley and Lewisham suggests that the prevalence of mental health problems in those aged 5-15 years is about 15% (50% higher than the national average)

disorders, attention deficit hyperactivity disorder (ADHD), emotional disorders (anxiety and depression) and autism spectrum disorders (ASD)⁴

- Approximately 2% of young people in Lewisham are currently on the CAMHS caseload – in 2015/16, there were 1,314 referrals to CAMHS (of which 822 or 62.6% were accepted)
- Looked after children (LAC) are a particularly vulnerable cohort – in Lewisham, 77 children in every 10,000 are looked after (compared to 60 nationally and 55 in London). 46% of them have a clinically diagnosable mental health problem (whilst 72% have behavioural or emotional problems)⁵

Age

- Lewisham has a younger age profile than the national average, with 24% of residents aged 0-19 (approximately 67,000). Between 2004 and 2014, the number of young people aged 0-4 increased by 27%
- Over half of all mental health problems (excluding dementia) are established by the age of fourteen and 75% by the age of 18-20. The life chances of these individuals are significantly reduced in terms of their physical health, their educational and work prospects and their chances of committing a crime⁶
- However, 70% of children and adolescents who experience mental ill health have not had appropriate interventions at a sufficiently early age⁷
- 62% of referrals received by CAMHS between January and March 2016 were for children aged 12 or above. Young people in Lewisham using Kooth.com (which provides confidential online counselling and 24/7 peer support) were typically aged 16/17

Gender

- In England as a whole, women are more likely than men to have a common mental health problem and are almost twice as likely to be diagnosed with anxiety disorders⁸
- The number of referrals received by CAMHS for males between January and March 2016 was slightly higher than for females (50.7% versus 49.3%). However, a higher proportion of females (57%) were referred to the two generic teams whilst only one in five young people registering for Kooth.com over a similar period were male

Ethnicity

- Whilst 47% of residents are from a black and minority ethnic background, this rises to 74% for the school-age population. There are 170 languages spoken by pupils (with 33% having English as a second language) and a wide range of religions represented
- In general, people from black and minority ethnic groups living in the UK are more likely to be diagnosed with mental health problems, more likely to experience a poor outcome from treatment and more likely to disengage from mainstream mental health services, leading to social exclusion and deterioration in their mental health⁹
- Although CAMHS do not currently disaggregate referral data by ethnicity, 62% of young people registering for Kooth.com between April and June 2016 were from a black and minority ethnic background

Socio-Economic Factors

There are a number of risk factors which increase young people's vulnerability to mental health

⁴ Lewisham Child & Teenage Health Profile 2015

⁵ The Health Of Lewisham Children & Young People – The Annual Report Of The Director Of Public Health For Lewisham (2015)

⁶ 'Future In Mind', NHS England (2015)

⁷ The Children's Society (2008)

⁸ Mental Health Foundation (www.mentalhealth.org.uk)

⁹ Mental Health Foundation (www.mentalhealth.org.uk)

problems. Although these risk factors alone do not cause mental health problems, the more factors a child is exposed to, the greater the risk of poor outcomes¹⁰:

- *Poverty* – the 2015 Index of Multiple Deprivation ranked Lewisham 48th out of 326 local authorities, meaning it is amongst the 20% most deprived in England. Approximately one in three children live in poverty whilst 25% are entitled to free school meals and nearly four in ten are pupil premium recipients
- *Employment* – 25.1% of children in the borough live in jobless households (compared with 18.2% nationally). The youth unemployment rate (16-24) is 36.1%, significantly higher than the London (22.6%) and national (19.3%) rates
- *Housing* – 4.7 in every 1,000 households in Lewisham are homeless households with dependent children or pregnant women (compared to 3.6 in London and 1.7 nationally)
- *Parents with mental health and/or substance misuse issues* – 1.24% of people on Lewisham GP registers have a serious mental health disorder compared to 0.84% in England as a whole and 1.03% in London. In 2014/15 the Lewisham Perinatal Mental Health Service saw a 9% increase in the number of referrals, when compared to 2013/14
- *Exposure to trauma* – Lewisham has one of the highest rates of domestic violence with 555 children identified as being exposed to high risk domestic violence in the home in 2013-2014, and up to a third of all children in the borough exposed to any domestic violence in any one year
- *Lone parent households* – Lewisham has a high proportion of lone parent households (12%) compared to (9%) London and (7%) England
- *Referrals to social care* – the number of referrals to children’s social care has risen 15% in the last year. The service now receives over 2000 contacts per month and there are 375 children who are subject to a child protection plan which is 27% higher than the national average

Step 4: Consultation

In 2014, extensive consultation focusing on mental health and well-being was undertaken with a wide cross section of stakeholders (including young people, parents/carers and professionals) as part of Lewisham’s Mental Health & Emotional Wellbeing Strategy and the wider HeadStart programme. The key issues identified from this consultation were:

- The transition between primary and secondary school as a time of emotional difficulty
- Peer support for parents/carers
- Training/supporting frontline workers
- The varying provision of counselling support
- Bullying (including cyber)
- School and peer pressures
- A lack of a good source of local information and resources
- The need for resilience programmes in schools as part of PSHE

Young people also highlighted that there was a general lack of education about mental health, both amongst young people specifically and people generally.

This feedback directly informed the development of the CAMHS savings proposals. Officers also worked closely with CAMHS staff and managers to refine the proposals as well as ensure that their potential impact on the service and its users were fully understood.

In addition, young people are engaged on a regular basis in the planning and designing of services via the Young Mayor and Advisors. Recent examples include co-production of an online resource kit and the youth-led commissioning framework where young people have developed a specification and commissioned activity in schools to support children’s well-being. Officers intend

¹⁰ Data from Lewisham’s Mental Health & Emotional Wellbeing Strategy

to utilise this approach during the detailed design and implementation of the proposals.

Step 5: Impact Assessment

This Equality Analysis Assessment has been undertaken to ensure that, in implementing the savings proposals for the CAMHS service, the Council has met its responsibilities under the Equality Act 2010, specifically:

- To eliminate unlawful discrimination, harassment and victimisation.
- To advance equality of opportunity between people from different groups.
- To foster good relations between people from different groups.

The assessment of the likely impact of the two proposals on the nine protected characteristics identified in the Equality Act 2010 has been based on an analysis of available data (both direct and indirect), research and findings from consultation activity.

Assessment – Proposal 1

As outlined in the main report, this proposal will create a more coherent and consistent pathway for children and young people accessing mental health services, ensuring that there is better integration between community provision and CAMHS clinical services. In particular, the online element of the triage model (combined with other existing platforms, such as Work It Out Lewisham) will offer improved access to local information and resources, which was highlighted as an issue by young people during consultation activity.

Although there will be a reduction in clinical staff within the two generic teams as a result of the savings delivered in phase 2 (£150k), this will not have a negative impact on users as the CAPA approach (together with improvements to the access pathway and integration of the crisis care team) will enable the service to manage demand and capacity more effectively and respond flexibly to clinical pressures.

However, the analysis of data and research suggests that males, those aged under 13 and those from a black or minority ethnic background may be disproportionately less likely to access support from mental health services (including Kooth.com). In designing and implementing the new access pathway, it will be necessary to ensure that any unmet needs with these groups are identified and appropriate engagement mechanisms are in place.

Assessment – Proposal 2

The analysis of data and research reveals that looked after children are far more likely to suffer from a diagnosable mental health illness than young people as a whole (46% versus 10-15%). In addition, the SYMBOL service has high 'did not attend' (DNA) rates for those looked after children offered appointments, anecdotally due to the potential stigma of accessing clinical services. The proposed model (which blends outreach and clinical support) will increase the speed of response for the most vulnerable children and young people whilst ensuring that opportunities to see them in the most appropriate environment are maximised.

Concerns have been raised that the proposed model will be less efficient as fewer children and young people can be seen via an outreach approach. However, the outreach approach is not intended to simply replicate clinic-based appointments in a local setting, but to provide more tailored support through a number of different routes, including more collaborative working with other services (such as schools & community organisations) and alternative ways of engaging children and young people (e.g. online provision).

Overall Assessment

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Although part of the wider savings agenda, these proposals should be regarded as an opportunity for positive change, enabling the Council to reshape part of the current CAMHS service in order to deliver a more integrated, streamlined clinical function and refocus resources from crisis intervention to prevention, with resilient practice embedded in community settings

Step 6: Decision/Result

The analysis of relevant data, research and consultation results has determined that the savings proposals for CAMHS do not discriminate or have an adverse impact on any protected characteristics within the local community. As a result, no major amendments are required.

However, this decision will be reviewed regularly over the three year implementation period to ensure that equalities issues continue to be positively reflected in the delivery of mental health services for children and young people in Lewisham.

Step 7: Equality Analysis Action Plan

This plan (see below) has been developed to provide a clear framework for any mitigating actions identified in the above assessment. It will be reviewed every quarter to track progress, with an evaluation of the changes being undertaken annually to measure whether they have had their intended effect/outcomes.

Step 8: Sign Off

As part of the report process for Mayor & Cabinet, this EAA will be reviewed and signed-off by the Head of Targeted Services & Joint Commissioning and the Executive Director for Children & Young People.

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Equalities Analysis Action Plan				
Issue	Actions To Be Taken	Lead Officer	Timescale For Implementation	Timescale For Completion
Insufficient data collected by CAMHS about the equalities profile of service users (e.g. ethnicity)	<ul style="list-style-type: none"> Ensure that equalities data for all relevant protected characteristics is collected and regularly analysed 	Caroline Hirst	1 April 2017	Ongoing
Particular groups (e.g. males, those from a black or minority ethnic background) may be less likely to access support	<ul style="list-style-type: none"> Ensure that equalities data is used to target any outreach or engagement work for particular groups (by CAMHS and other service providers) 	Caroline Hirst	1 April 2017	Ongoing

1. Savings proposal	
Proposal title:	Development of fostering service
Reference:	Q8
LFP work strand:	Safeguarding & early intervention
Directorate:	Children and Young People
Head of Service:	Stephen Kitchman
Service/Team area:	Cllr Maslin
Cabinet portfolio:	Children and Young People
Scrutiny Ctte(s):	Children and Young People

2. Decision Route			
Saving proposed:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
a) £220k Fostering service increase of in-house carers	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
<p>The Council's Fostering Service helps to find and provide support to foster parents allowing them to provide a Looked after Child with a stable and caring home. The foster carers provide a safe place and the support that these children and young people need to thrive, whatever situation they have come from. Wherever practicable, the Fostering Service will seek a stable placement, avoiding multiple placement moves for children and young people. Foster carers can either be in house from a pool of Lewisham carers or come from an independent agency. Where a suitable foster placement cannot be found or where such placements repeatedly fail, the only alternative is to place looked after children in residential provision. This is necessary for a very small cohort of children but should only be for those whose needs are so complex that they would not be able to be looked after in foster care, not because of non-availability or limited choice in foster placements.</p> <p>Recruitment of foster carers is currently undertaken by the contractor NRS who also recruit for Haringey, Croydon and Sutton.</p>
Saving proposal
<p>There are three stages to this savings proposals</p> <p>Firstly to work with the current external provider NRS foster care recruitment to increase the volumes of in-house foster carers. This includes better contract management and closer working with NRS to ensure that suitable carers are provided.</p> <p>Secondly to develop a comprehensive fostering strategy which will include review of current services and development of an in-house foster scheme; this will require some invest to save capacity, which is yet to be scoped but will be subject to a rigorous business case.</p> <p>Thirdly, to work to build a specialist foster care scheme which develops existing foster carers to take 'higher end' more challenging placements. While this has been the intention for some time, we have recently had an external review of our services which indicated that we should secure the foundations of our mainstream fostering service before progressing this aspect.</p>

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3. Description of service area and proposal

Enhancement of our fostering service with a clear strategy to deliver this will help placement stability for our most vulnerable children and provide a greater number of foster carers with the skills to prevent the escalation of behaviours that often currently necessitate a move (causing and further disruption to the child) or even in some cases a residential placement.

4. Impact and risks of proposal

Outline impact to service users, partners, other Council services and staff:

Looked after Children would continue to receive the most appropriate placements but more cost effectively, with a wider choice and closer to their original home.

The mix of placements would move closer to that for our benchmark group since currently we are relatively high in our use of (expensive) independent fostering agency placements and residential placements.

Outline risks associated with proposal and mitigating actions:

If the changes are not successful, costs will escalate further. This work is therefore part of the transformation programme for social care and will be managed as a project with clear deadlines and deliverables.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	23,080	(0)	23,080	
Saving proposed:	2017/18 £'000	2018/19 £'000	2019/20 £'000	Total £'000
a) Fostering service increase of in-house carers	220	0	0	220
Total	220	0	0	220
% of Net Budget	1%	%	%	1%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

6. Alignment to Lewisham 2020 priorities

Main priority	Second priority	Lewisham 2020 priorities
E	A	A. Strengthening community input B. Sharing services C. Digitisation D. Income generating E. Demand management
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
High	Low	

7. Impact on Corporate priorities

Main priority	Second priority	Corporate priorities
7	2	1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable

7. Impact on Corporate priorities		
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Positive	Neutral	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium	Low	

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	No specific impact
	If impacting one or more wards specifically – which?

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	Low	Pregnancy / Maternity:	Low
Gender:	Low	Marriage & Civil Partnerships:	Low
Age:	Low	Sexual orientation:	Low
Disability:	Low	Gender reassignment:	Low
Religion / Belief:	Low	Overall:	Low
For any High impact service equality areas please explain why and what mitigations are proposed:			
<p>These service changes will provide a positive outcome for children, but proportionally there are more children in care from ethnic minorities and with disabilities. When the new fostering strategy is developed a full EIA will be necessary.</p>			
Is a full service equalities impact assessment required: Yes / No			Yes

10. Human Resources impact	
Will this saving proposal have an impact on employees: Yes / No	No

11. Legal implications
State any specific legal implications relating to this proposal:
<p>Children can come into care in two main ways, either that parents who have asked for help or because the child is at risk of significant harm.</p> <p>Under section 20 of the Children Act 1989 (voluntary agreement), where parents have asked for help and it has been assessed that their child can no longer stay at home, suitable accommodation for the child is found. Parental responsibility remains with the parent/guardian.</p> <p>Under section 31 of the Children Act 1989: if it is considered that the child is at risk of significant harm, the local authority may seek to start care proceedings. Through these court proceedings a care order can be granted to the local authority. When a care order is made, the local authority acquires parental responsibility and becomes a legal parent alongside the parent/ guardian.</p>

12. Summary timetable

Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:

Month	Activity
July 2016	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
August / September 2016	Proposals submitted to Scrutiny committees leading to M&C on 28 September
October 2016	Consultations ongoing
November 2016	Consultations ongoing and (full decision) reports returned to Scrutiny for review
December 2016	Consultations returned to Scrutiny for review leading to M&C for decision on 7 December
January 2017	Transition work ongoing
February 2017	Transition work ongoing and budget set 22 February
March 2017	Savings implemented

1. Savings proposal	
Proposal title:	Reduction in numbers of Looked after Children resulting from improved edge of care services
Reference:	Q9
LFP work strand:	Safeguarding & early intervention
Directorate:	Children and Young People
Head of Service:	Stephen Kitchman
Service/Team area:	Cllr Maslin
Cabinet portfolio:	Children and Young People
Scrutiny Ctte(s):	Children and Young People

2. Decision Route			
Saving proposed:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
a) £495k Reduction in Looked after Children based on edge of care developments	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
The largest area of spend in Children's Social Care is placements for looked after children. Lewisham has a relatively high number of looked after children, particularly adolescents and it would be possible, through improved support at the 'edge of care' to reduce the numbers who reach the point of having to be 'looked after'. The key support at the edge of care is given by our Family Intervention Project and outreach services. These provide targeted outreach support for families in Lewisham, which focuses on enabling parents, carers and families to develop the skills necessary to meet the needs of their children to prevent the children becoming looked after. The services are both delivered in family homes and other community settings. The ultimate aim is to move families to a point where they require only universal support over a sustained period.
Saving proposal
The saving centres around ensuring that the re-commissioning of the Family Intervention Project provides a service better targeted at the most vulnerable groups and involves piloting and developing a support service with referral and assessment for young people on the edge of care. This reconfiguration of services will have the objective of reducing the number of children coming into care.

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
It is in the interests of children and their families for there to be reduced escalation of need, allowing children to stay within their family environment were possible.
The aim will be for the number (per 10,000 children) of looked after children to move closer to the benchmark (our statistical neighbours).
Outline risks associated with proposal and mitigating actions:
If we fail to support young people where family situations are at risk of breakdown then those young people are at greater risk of becoming looked after in the care of the Council, resulting in budget overspends.

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5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	23,080	(0)	23,080	
Saving proposed:	2017/18 £'000	2018/19 £'000	2019/20 £'000	Total £'000
a) Reduction in Looked after Children based on edge of care developments	495	0	0	495
Total	495	0	0	495
% of Net Budget	2%	0%	0%	2%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

6. Alignment to Lewisham 2020 priorities		
Main priority	Second priority	Lewisham 2020 priorities
E	A	A. Strengthening community input B. Sharing services C. Digitisation D. Income generating E. Demand management
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
High	Low	

7. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities
7	2	1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Positive	Positive	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium	Low	

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	No specific impact
	If impacting one or more wards specifically – which?

9. Service equalities impact

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	N/A	Pregnancy / Maternity:	N/A
Gender:	N/A	Marriage & Civil Partnerships:	N/A
Age:	Yes	Sexual orientation:	N/A
Disability:	N/A	Gender reassignment:	N/A
Religion / Belief:	N/A	Overall:	N/A
For any High impact service equality areas please explain why and what mitigations are proposed:			
This change should have a positive effect for children and their families, since it results in earlier support and intervention.			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact	
Will this saving proposal have an impact on employees: Yes / No	No

11. Legal implications	
State any specific legal implications relating to this proposal:	
Children can come into care in two main ways, either that parents who have asked for help or because the child is at risk of significant harm.	
Under section 20 of the Children Act 1989 (voluntary agreement), where parents have asked for help and it has been assessed that their child can no longer stay at home, suitable accommodation for the child is found. Parental responsibility remains with the parent/guardian.	
Under section 31 of the Children Act 1989: if it is considered that the child is at risk of significant harm, the local authority may seek to start care proceedings. Through these court proceedings a judge a care order can be granted to the local authority. When a care order is made, the local authority acquires parental responsibility and becomes a legal parent alongside the parent/ guardian.	
The recommissioning of the Family Intervention Project is currently being procured in compliance with the Public Contracts Regulations 2015 and the Council's Contract Procedure Rules.	

12. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
Month	Activity
July 2016	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
August / September 2016	Proposals submitted to Scrutiny committees leading to M&C on 28 September
October 2016	Consultations ongoing
November 2016	Consultations ongoing and (full decision) reports returned to Scrutiny for review
December 2016	Consultations returned to Scrutiny for review leading to M&C for decision on 7 December

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12. Summary timetable	
January 2017	Transition work ongoing
February 2017	Transition work ongoing and budget set 22 February
March 2017	Savings implemented

1. Savings proposal	
Proposal title:	Enhanced Family Finding
Reference:	Q10
LFP work strand:	Safeguarding & early intervention
Directorate:	Children and Young People
Head of Service:	Stephen Kitchman
Service/Team area:	Cllr Maslin
Cabinet portfolio:	Children and Young People
Scrutiny Ctte(s):	Children and Young People

2. Decision Route			
Saving proposed:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
a) £150k Enhanced family finding	Yes	Yes	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
<p>This service provides stability to Looked After Children by identifying the right placement for a child in their care journey whilst ensuring that individual and family needs are properly assessed and support services provided in order to achieve permanence of the placement. Lewisham provides a range of placement options to ensure that the right placement is available for every child. For many children returning home to their family after a period in care will be the route to permanence and stability. For others, returning to other family or friends under a formal or informal arrangement will be the setting they need in order to thrive. Remaining in care with a long term foster family or finding a new permanent family through adoption, special guardianship or residence orders are other routes to permanence.</p> <p>This proposal seeks to ensure family finding for children/young people with bespoke needs who otherwise would remain in higher cost placements, the proposal is in line with achieving good outcomes for children yet at the same time providing value for money within in house or commissioned services.</p>
Saving proposal
<p>This saving proposal is to improve the capacity of the family finding service to ensure that not only the right placement is found but the placement offers the best value possible. Wherever possible this will be with in-house foster carers and will rely less on the independent sector in order to generate the saving.</p>

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
<p>Looked After Children would continue to receive the most appropriate placements but more cost effectively</p> <p>Mix of placements would move closer to that for our benchmark group and support achievement of cost effective placements</p>
Outline risks associated with proposal and mitigating actions:
<p>Increased possibility of placement breakdown for more challenging children if the finding of specialist foster carers are not successful</p> <p>If procurement changes are not achieved the budget for placements is less likely to balance in 2017/8</p>

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5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	23,080	(0)	23,080	
Saving proposed:	2017/18 £'000	2018/19 £'000	2019/20 £'000	Total £'000
a) Enhanced Family Finding	150	0	0	150
Total	150	0	0	150
% of Net Budget	1%	0%	0%	1%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

6. Alignment to Lewisham 2020 priorities		
Main priority	Second priority	Lewisham 2020 priorities A. Strengthening community input B. Sharing services C. Digitisation D. Income generating E. Demand management
E	A	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
High	Low	

7. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities 1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
7	2	
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Positive	Neutral	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium	Low	

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	No specific impact
	If impacting one or more wards specifically – which?

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	Low	Pregnancy / Maternity:	Low
Gender:	Low	Marriage & Civil Partnerships:	Low

9. Service equalities impact			
Age:	Low	Sexual orientation:	Low
Disability:	Low	Gender reassignment:	Low
Religion / Belief:	Low	Overall:	Low
For any High impact service equality areas please explain why and what mitigations are proposed:			
These service changes will provide a positive outcome for children, but proportionally there are more children in care from ethnic minorities and with disabilities.			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact	
Will this saving proposal have an impact on employees: Yes / No	No

11. Legal implications
State any specific legal implications relating to this proposal:
Children can come into care in two main ways, either because their parents have asked for help or because the child is at risk of significant harm.
Under section 20 of the Children Act 1989 (voluntary agreement), where parents have asked for help and it has been assessed that their child can no longer stay at home, suitable accommodation for the child is found. Parental responsibility remains with the parent/guardian.
Under section 31 of the Children Act 1989: if it is considered that the child is at risk of significant harm, the local authority may seek to start care proceedings. Through these court proceedings a judge a care order can be granted to the local authority. When a care order is made, the local authority acquires parental responsibility and becomes a legal parent alongside the parent/ guardian.

12. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
Month	Activity
July 2016	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
August / September 2016	Proposals submitted to Scrutiny committees leading to M&C on 28 September
October 2016	Consultations ongoing
November 2016	Consultations ongoing and (full decision) reports returned to Scrutiny for review
December 2016	Consultations returned to Scrutiny for review leading to M&C for decision on 7 December
January 2017	Transition work ongoing
February 2017	Transition work ongoing and budget set 22 February
March 2017	Savings implemented

1. Savings proposal	
Proposal title:	Review of Meliot Centre Service and contact arrangements
Reference:	Q11
LFP work strand:	Safeguarding & early intervention
Directorate:	Children and Young People
Head of Service:	Stephen Kitchman
Service/Team area:	Cllr Maslin
Cabinet portfolio:	Children and Young People
Scrutiny Ctte(s):	Children and Young People

2. Decision Route			
Saving proposed:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
a) £500k Review of Meliot Centre service	Yes	No	Yes
b) £234k Development of contact centre for looked after children	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
<p>The Meliot centre is located in New Cross and is a borough wide service. It provides an assessment resource for Children’s Social Care, to assist in decisions relating to parenting capacity to help decide if a child can be looked after by their parent/carer. It is an in house facility. It is not a Family Centre open to the public, rather families come into the service by way of a referral.</p> <p>The main aim of the service is to contribute assessments to enable decisions to be made for :</p> <ul style="list-style-type: none"> ➤ Safeguarding Children ➤ Avoiding the need for children to be looked after ➤ Supporting children being rehabilitated back to their families and local communities. <p>The service provides a social work service to children, young people and their families/carers and contributes to assessment, intervention, case planning and reviews.</p> <p>Looked after children have supervised contact with significant adults, including parents, carers, siblings and extended family members and others in their lives. Supervised contact is mostly ordered by the court when care proceedings have been initiated by the local authority following concerns regarding parental care to a child.</p> <p>“Contact” refers to all contact between a looked after child and significant others, including parents, others with parental responsibility, brothers, sisters, other relatives and friends. Direct contact means any face-to-face contact, from a short meeting to an overnight or longer stay. Indirect contact means letters, cards, telephone calls, texts, emails, exchange of photographs, videos and presents.</p> <p>Contact can be supervised / unsupervised depending on the assessed level of risk. When deemed necessary to safeguard the child direct contact must be supervised, details of how the supervision will be achieved will form part of the Care Plan.</p>

3. Description of service area and proposal

Contact can help inform decision making about:

- The potential for re-unification with a parent/carer;
- The potential for kinship care within a child's extended family;
- Contact following permanent placement other than the parents.

The interests of the majority of looked after children are best served by sustaining or creating links with their birth families including wider family members.

Currently supervised contact is spot purchased from private providers leading to a significant cost pressure on spend.

Saving proposal

The proposal is to review the work of the Meliot Centre to cease operation as primarily a family assessment centre and instead to re-focus it on operating as a contact centre, with a lesser function of providing parenting assessments. This would mean ending arrangements to pay a private provider for contact services and would therefore generate savings. In terms of contact, the aim would be to provide a service as good or better than that provided currently. In terms of assessment, this will have some impact on staff currently employed at the Meliot Centre but this will be managed through the Council's 'managing change' procedures, ensuring that maximum advantage is taken of redeployment opportunities. For allocated social workers, managers will work closely with staff to minimise additional workload and embed this work within the current range of duties.

A full report will be brought to Mayor and Cabinet later in the Autumn.

4. Impact and risks of proposal**Outline impact to service users, partners, other Council services and staff:**

Contact will be provided in a consistent premises and within a Council service that allows flexibility of response to need as well as enabling stronger quality assurance than the current spot purchase arrangement.

Parenting assessment capacity will be retained for specialist assessment but more generic court assessment will be embedded within the work of the allocated social worker

Outline risks associated with proposal and mitigating actions:

There are risks that this change will result in an increase in independent social work assessments being ordered by the Court. However specialist assessments capacity is being retained and the model proposed is employed in most local authorities already.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	1,150	(0)	1,150	
Saving proposed:	2017/18 £'000	2018/19 £'000	2019/20 £'000	Total £'000
a) Review of Meliot Centre service	500	0	0	500
b) Development of contact centre for looked after children	234	0	0	234

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5. Financial information				
Total	734	0	0	734
% of Net Budget	64%	0%	0%	64%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

6. Alignment to Lewisham 2020 priorities		
Main priority	Second priority	Lewisham 2020 priorities A. Strengthening community input B. Sharing services C. Digitisation D. Income generating E. Demand management
E	A	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
High	Low	

7. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities 1. Community leadership and empowerment 2. Young people’s achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
7	2	
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Positive	Neutral	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium	Low	

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	No specific impact
	If impacting one or more wards specifically – which?

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	Low	Pregnancy / Maternity:	Medium
Gender:	Low	Marriage & Civil Partnerships:	Low
Age:	Medium	Sexual orientation:	Low
Disability:	Low	Gender reassignment:	Low
Religion / Belief:	Low	Overall:	Low
For any High impact service equality areas please explain why and what mitigations are proposed:			
This change provides the same level of service to service users in terms of assessments and improves the quality of contact for families,			

9. Service equalities impact

Is a full service equalities impact assessment required: Yes / No	Yes
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10. Human Resources impact

Will this saving proposal have an impact on employees: Yes / No	Yes
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Workforce profile:

Posts	Headcount in post	FTE in post	Establishment posts	Vacant	
				Agency / Interim cover	Not covered
Scale 1 – 2					
Scale 3 – 5	1	0.57			
Sc 6 – SO2	4	4		1	
PO1 – PO5	3	3		1	
PO6 – PO8	1	1			
SMG 1 – 3	0	0			
JNC	0	0			
Total	9	8.57			
Gender	Female	Male			
	9	0			
Ethnicity	BME	White	Other	Not Known	
	4	5			
Disability	Yes	No			
		4			
Sexual orientation	Straight / Heterosex.	Gay / Lesbian	Bisexual	Not disclosed	
				9	

11. Legal implications**State any specific legal implications relating to this proposal:**

As the savings involve a reduction in staffing it will be necessary to follow the Council's Management of Change Guidelines governing reorganisation and redeployment and all relevant employment legislation. A full report will be brought to Mayor and Cabinet in the Autumn.

12. Summary timetable

Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:

Month	Activity
July 2016	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
August / September 2016	Proposals submitted to Scrutiny committees leading to M&C on 28 September
October 2016	
November 2016	Full reports to Scrutiny for review
December 2016	Leading to M&C for decision on 7 December
January 2017	Transition work ongoing
February 2017	Transition work ongoing and budget set 22 February
March 2017	Savings implemented